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FINANCIAL TIMES

No. 27,113

Monday November 1 1976

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NEWS SUMMARY

GENERAL

Iceland talks late fixed

European Community is to talk with Iceland on Wednesday aimed at securing continued access for fish trawlers in Icelandic waters. An agreement between the two countries expires next month.

Negotiations follow agreement among Foreign Ministers of the EC on a concerted EEC to 200-mile fishing limits in North Sea and North Atlantic on January 1.

Breakthrough came this week when the Foreign Ministers conceded that the Irish fishing industry could expect exceptional treatment common fisheries policy to take account of 200-mile. Back and Page 4

Charles to leave next month

Charles is to leave the country on December 15. He said: "There are other things to do and it would be selfish of me if I remained away here." He is to be accompanied by his wife and children. The Queen's Silver Jubilee.

RELIGION

Funeral rites Mrs. Drumm

Funeral rites for Mrs. Drumm, Provisional IRA leader, are to be held in Belfast on Monday. Mrs. Drumm, 40, was shot dead in a Belfast hospital. Provisional leaders who refused to travel from the

It crushed albanian

It crushed a North West revolt in a remote district resulting in discontent over Government seizure of timber. Up to 300 primitively equipped men are reported to be killed. Page 4

THREAT

Madrid's public system is threatened if a bus strike by tomorrow. Railway workers are ready to strike in sympathy. There were also reported strikes action.

FEARS

Fears in Beirut that the Arab peace pact into effect in the city. Sporadic fighting. Sporadic fighting used to undermine

OFF

From street and switching off the lights. Male too often in signalling electric light, the Association

recovered the hanging to a fixed into. He is to be substituted, flat in

including business, of Em- day. This 313 in- asked against 25. It would be back in the black with a profit of £2.7m. (£3.4m.) for the last financial year after several years of heavy losses. Page 29

BUSINESS

Business optimism drops sharply

OPTIMISM over business prospects and the economy as a whole fell sharply during October, though the level of orders still rising. The Financial Times survey of business opinion shows. Back Page. Stockbrokers Phillips and Drew has substantially revised its forecasts for the U.K. in its latest monthly economic review. It predicts growth at 31 per cent in the 18 months to the end of 1977, a long period of monetary stringency and the imposition of selective import deposits. Page 7

SIR MONTY FINNISTON, former chairman of the BSC, has been appointed a non-executive director of Guest Keen and Nettlefolds. Page 10

HIGH STREET retailers are experiencing a sales boom mainly because of fears of an imminent increase in the rate of VAT. Page 6

BUILDING SOCIETIES Association chairman said that if the general level of interest rates remained exceptionally high it might be difficult for the societies to attract the same volume of funds as earlier this year. This was the first official hint that the movement might not be able to repeat this year's lending programme during 1977. Page 6

Attempt to block North Atlantic shipping probe

THE BRITISH Government, in concert with the French, West German, Dutch and Belgian Governments, is attempting to block a U.S. investigation into North Atlantic shipping practices by forbidding the release of subpoenaed documents. Back Page

SAAB OF IRAN told the West German newspaper Welt am Sonntag that the price of his country's oil must be raised by at least 15 per cent.

FINNISH EXPERTS are reported to have recommended that their Government buy the Hawker Siddeley Hawk instead of Sweden's Saab 105 for new trainer and defence aircraft.

JAPANESE motor vehicle exports rose 42.2 per cent in the first half of the financial year to 1.5m. units. Page 5

SCOTCH WHISKY exports in September were 19 per cent above last year's level in volume and 37 per cent in value. Page 5

Anglo-French air talks

ANGLO-FRENCH aerospace talks tomorrow will cover prospects of collaboration in a range of civil aircraft. Leading arrangements for the seven unsold Concorde and a long-term study for a second-generation supersonic jetliner. Rolls-Royce (1971) is near final agreement with Pratt and Whitney on manufacturing the JT-10D engine for short-to-medium range aircraft. Page 6

ESSO PETROLEUM wholesale price for petrol increases by 2.3p a gallon today.

IMPERIAL TOBACCO'S cigarette prices rise by 2p a pack and 2p for 20 today. Tobacco increases by 2.3p an ounce.

FERROUS SCRAP prices are expected to fall by about 15 this week due to a substantial cut in buying by the BSC.

COMPANIES

CHARTERHOUSE JAPHET has sold its 101 stake in the consortium bank Atlantic International to another shareholder, Manufacturers National Bank of Detroit. Page 28 and Lex

LESIEUR, the troubled French outfit, will be taken over by a group of prospective purchasers (ten days ago, the list of serious contenders for either a takeover or a partnership arrangement with The Observer has narrowed to three.

The newspaper claims that it needs medium-term finance and is in no immediate danger of closure.

Since Mr. Rupert Murdoch's News International withdrew as a prospective purchaser (ten days ago, the list of serious contenders for either a takeover or a partnership arrangement with The Observer has narrowed to three.

Written submissions have been made by each of them. Associated Newspapers, publishers of the Daily Mail and a chain of provincial newspapers; Sir James

Treasury forecasts slower growth and more inflation

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

A slower rate of economic growth and a more pessimistic outlook for inflation than projected by the Treasury in June are the main features of the new National Income forecasts for the next 18 months which have just been completed in Whitehall.

These forecasts will form the starting point for discussions with the full International Monetary Fund team which is due to arrive in London in a couple of days to inspect the books as a preliminary to negotiations on the \$3.9bn. loan Britain is seeking.

The economic outlook which is understood to emerge from the forecasts is of a slowly growing economy with a flat trend of personal consumption, and a continuation of a high savings ratio, limited physical stock-building but a recovery in manufacturing investment from the present low levels.

A more gloomy view is being taken than earlier in the year both of the prospects for the rate of price inflation and for unemployment over the next 18 months.

The only really encouraging point is on the external side where the current account of the balance of payments is expected to improve substantially during the course of next year.

This reflects both the impact of a slow expansion in the domestic economy on the volume of imports and of a projected rapid rise in exports, as well as the growing effects of North Sea oil.

The Treasury computer model of the economy has throughout the year produced notably optimistic

Suspicion

Certain officials within Whitehall have always been sceptical about the reverence attached to the results of the National Income Forecasts (NIF). But they are now even more doubtful because of uncertainties about the growth of world trade, the rise in earnings over the next 18 months, and the state of business confidence, which affect the assumptions fed into the computer even before allow-

ing for possible policy changes.

On this view, the numbers produced by the NIF exercise could be used to support various policy stances. The fact that the Government used a faster than anticipated rate of physical expansion in the economy in the spring as part of its justification for the public spending cuts and tax increases in July—and the reverse is the case now—is not thought likely to cause much loss of sleep for the Chancellor's speechwriters.

While the full implications for the public sector borrowing requirement are not yet clear, they are unlikely to be particularly encouraging. So there is a suspicion in parts of Whitehall that the Treasury will use the NIF projections and parallel monetary estimates as support for further restrictive measures.

The IMF negotiating team will have their own views on the figures produced by the Treasury which will determine the scale of any adjustment to the borrowing requirement and monetary targets they set as a condition for the IMF loan, and hence the scale of any package later this month.

In advance of these discussions, spending departments are carrying out a review of possible cuts, though with no definite target in mind.

Editorial Comment, Page 14

Preliminary talks start on plan to aid sterling

FINANCIAL TIMES REPORTER

PRELIMINARY discussions intended to clear the way for an international operation in support of sterling appear to have started on both sides of the Atlantic.

Reports from Washington suggest that consideration of the raising of substantial additional credit for Britain may be under way, though not at the highest levels of Government.

In Bonn, officials made it clear last week that an international longer-term credit for the U.K. was at least a topic for discussion.

At the same time, there was support over the weekend from several EEC Foreign Ministers for an urgent appeal by Mr. Leo Tindemans, the Belgian Prime Minister, for the European Community to be involved intimately in an international rescue operation for sterling.

Mr. Tindemans told Foreign Ministers of the Nine in the Hague that the Community must take a position, and play a role, in the search and preparation of a solution, even if this was eventually found in a wider international context.

His remarks were strongly endorsed by, among others, M. Louis Guiringaud, the French Foreign Minister.

Mr. Callaghan made clear in a TV interview on Monday night that Britain wanted to get rid of its reserve currency role and was looking for help from the U.S., Germany and Japan in find-

ing a way of funding the sterling balances.

Some British Ministers are known to be anxious to follow up this initiative as rapidly as possible so that at least an indication of intent about the sterling balances could be made at the same time as the disclosure of the terms of the International Monetary Fund loan.

There would be a clear political attraction in having all the announcements at one time, thus partly offsetting the likely political damage to the Government among its own supporters from any tax increases or public spending cuts associated with the IMF terms.

It would also obviously assist confidence in the pound if some international assurance about the sterling balances could come then.

The official Treasury line until now has been that the negotiation of the IMF loan has an absolute priority and that any major progress in discussions on the sterling balances must come later when the talks have been completed.

Mr. William Simon, the U.S. Treasury Secretary, yesterday denied that formal negotiations had begun. "If you're talking about formal negotiations, he said, 'you're talking about the possibility of a proliferation of stage economy measures in other countries' should Britain have recourse to them."

observed that "There are all sorts of conversations and discussions going on all the time, but it would be very premature to say that actual negotiations are taking place."

Alongside Mr. Simon's carefully chosen words, there is growing evidence that the State Department, which is often at odds with the U.S. Treasury, is now taking an acute interest in Britain's plight.

Dr. Kissinger, the Secretary of State, is known to have a close personal relationship with Mr. Callaghan and is said to be receiving daily reports on the British situation.

The central issue in the State Department's deliberations is not how much money Britain might need on top of the IMF loan but whether it ought to get it.

There is one school of thought inside the Department which maintains that Britain should be allowed to find its own salvation and endure whatever unpleasant consequences this entails.

There is even some doubt as to whether Mr. Callaghan and his Government are properly in control of events.

But this has to be matched against weighty foreign policy considerations, such as fear for the solidarity and effectiveness of Nato and anxiety about the possible proliferation of stage economy measures in other countries should Britain have recourse to them.

Three groups offer help to The Observer

BY JOHN WYLES

TALKS WHICH could determine the future of The Observer newspaper will take place this week with representatives of three rival groups, each of which has submitted proposals, in the form of a detailed written document, for providing financial support.

The Observer's Board of trustees has examined the document and will interview the groups this week. It is expected to meet towards the end of the week to make its decision.

The newspaper claims that it needs medium-term finance and is in no immediate danger of closure.

Since Mr. Rupert Murdoch's News International withdrew as a prospective purchaser (ten days ago, the list of serious contenders for either a takeover or a partnership arrangement with The Observer has narrowed to three.

Written submissions have been made by each of them. Associated Newspapers, publishers of the Daily Mail and a chain of provincial newspapers; Sir James



Sir James Goldsmith (Observer speculation)

was "a deliberate and orchestrated attempt" to build the negotiations into a controversy.

It is thought that The Observer is looking for an injection of up to £1m, so that it can produce and promote a larger newspaper.

Umtali awaits rocket attack

By Our Own Correspondent

SALISBURY, Oct. 31

THE EASTERN Rhodesian border city of Umtali was bracing itself to-night for a possible mortar and rocket attack after the announcement earlier to-day that Rhodesian forces had crossed into Mozambique to hit guerrilla bases.

The Rhodesian army said that the town had been put on full alert. "There has been a build-up of Frelimo troops in the area."

About 150 Frelimo troops and at least nine mortar positions were visible from the roof of Umtali's customs post, it was reported.

Fear of the attack came after it was announced that four white civilians and a white soldier had been killed by guerrillas in the past 24 hours. The incidents were seen here as signs of the guerrilla leaders' decision to step up their war against Rhodesia.

Last night, in what has been described as their boldest raid so far, guerrillas attacked a motel on the outskirts of the Victoria Falls holiday resort in the north-west of the country. An immigration officer, Mr. Robert Calvert, aged 41, was killed. Two others were injured.

Substantial

A security forces communiqué said that three whites had been killed by guerrillas in the south-western region of Frelimo.

Another communiqué to-night said that a white soldier, Richard Richard Fanner, aged 19, had been killed. The Rhodesian border post of Vila Salazar on the south-eastern frontier with Mozambique had been fired on. "Security forces have retaliated."

The Government said there had been a substantial build-up of guerrilla forces along the Rhodesian-Mozambique border since Mr. Ian Smith announced his acceptance five weeks ago of Anglo-U.S. proposals to pave the way for black rule within two years.

"To safeguard the interests of the country, security forces have taken action in accordance with accepted international practice."

Security forces reported that 12 guerrillas had been killed and that Rhodesian troops had shot dead two blacks who had violated the dawn-to-dusk curfew in the operational areas. Guerrillas killed a black employee of the Ministry of Internal Affairs.

Rhodesia talks "too slow" — Back Page

Carter ahead but winner still in doubt

BY JUREK MARTIN, U.S. EDITOR

WASHINGTON, Oct. 31

WITH 48 hours to go, the outcome of the U.S. Presidential election is in doubt.

Every opinion poll published this week-end puts Mr. Jimmy Carter still fractionally ahead, but by margins so small as to be well within the bounds of normal polling error.

President Ford, his voice growing more hoarse by the hour, is spending his last two days in New York and the big States of the Mid-West, on which the election could hinge.

Mr. Carter's last-ditch effort is in California, where his campaign has been little short of disastrous.

He may join his running-mate, Senator Mondale, for a Monday night rally in Detroit, Michigan—the President's home State.

Even at this late stage in the contest, all the evidence is that a remarkable number of voters have not yet made up their minds.

Encouraging

The New York Times-CBS poll published this morning, the 12 per cent are still thinking about how they will vote.

Mr. Ford's strategists see this as encouraging, since the "un-decided" are almost entirely made up of registered independents, among whom Mr. Ford has opened a sizeable lead.

According to the Times-CBS survey, the President now heads Mr. Carter in the opinion of independents by 47 to 37 per cent, with 16 per cent undecided.

Carter held the edge by 43 to 35. This poll gives no overall national percentages. It finds, geographically, that Mr. Ford is now leading in the East, has lost ground in the Middle West, is level in the Far West, but is still trailing Mr. Carter appreciably in the southern and border regions.

Some State and private polls, however, suggest that Mr. Ford could carry two or three and five Southern States.

The Washington Post's final State-by-State analysis this morning finds Mr. Carter ahead in 18 States plus the District of Columbia, worth 214 electoral college votes.

Mr. Ford is assessed as ahead in 24 States with 187 votes, with the races in the other eight States and their 127 electoral college votes too close to predict.

A total of 270 votes is needed to win.

The two main wire services, UPI and AP, give Mr. Carter slightly bigger margins: UPI 15 States and 220 votes for Mr. Carter, and 16 States and 108 votes for Mr. Ford, with the rest in the balance.

AP puts Mr. Carter over the top with 22 States plus Washington DC and 395 votes to Mr.

Ford's 14 States and 89 votes.

Louis Harris's National Poll published late on Friday gave Mr. Carter a one-point lead. The results of his final poll will come to-morrow night.

The last test Gallup tabulation is due to be published late to-night and a Gallup spokesman refused to say what the findings might be.

Considerable disagreement exists between the two camps as to who is ahead in the key big States.

Straw poll

The New York Times reported to-day that a confidential Republican document had concluded that Mr. Ford would lose both New York and Texas (focal points of his last-ditch campaigning), but would carry Florida (long ago written off to Mr. Carter).

The latest New York poll, by the newspaper Newsday, gives Mr. Carter a three-point lead in the State.

The Ford side claims it is at least level or ahead in California, Michigan, Ohio, Pennsylvania and New Jersey (it has previously laid claim to Texas, too).

The final Chicago Sun-Times straw poll for Illinois gives Mr. Carter 49.4 per cent, and Mr. Ford 49.3 per cent, which suggests the State could go either way.

This poll has an enviable record for accuracy, its average margin of error in the last 14 years being barely over 1 per cent.

The picture, therefore, remains confused, with analysts picking over the entrails and finding all sorts of resemblances to three close post-war elections—1948, 1960 and 1968.

Mr. Ford hopes that the president will turn out to be 1948 when Harry Truman overcame a Thomas Dewey lead that was never as big as Mr. Carter's.

Successes

Mr. Carter can only hope that 1976 will be like 1958, when Hubert Humphrey made a last closing strides, but could never quite catch Richard Nixon, even though one final pre-election poll gave him a three-point lead.

That both men should find consolation in the successes of members of the other party is an irony that nobody seems to notice.

Mr. Carter is clearly perturbed at the inroads that Mr. Eugene McCarthy, the independent candidate, could make in certain industrialized States with the able liberal intellectual minority.

Editorial comment Page 14

ONCE YOU'RE IN TUNE
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Arsenal try to have Mr. Ende sent off

BY JUSTINIAN

the other two Lords Justices were dubious about it. They hinted that if the two properties were sold, the money would be used for a different purpose, but in a different rating area, there might be a case for saying that there was a sufficient intention to make the ratepayer a person aggrieved. The House in *Hall* was constantly disturbed by crowds thronging towards the football stadium just down the road every Saturday and on some weekdays. The ratepayers of the house were occupiers of the house and were aggrieved if the football stadium paid too little rate.

The court of Appeal rejected the House's view of the sufficient intention, that as a taxpayer, he was a person aggrieved. They felt that part of the government's policy of central taxation was to assess on the rating authorities in the form of support, and grants does not provide a

appeared inevitable. They seemed to thrust forward a fine back header by the dangerous Lateford from free-kick enabled McNaughton head home. In the final seconds after Pratt lost the score, after Pratt lost the game was upended in the opposition with nobody propping cover.

On this display it was hard to imagine Everton as serious contenders for the League Cup. "They have an appetite for which is a welcome change," their rather negative attitude was from home last season. But their defeat was not entirely compact. In midweek Hamilton was more efficient than his far more expensive colleagues. Drabson, who Burnley dropped a league position to Bell in the national team.

If Spurs played their best ball for some time. But due about the lack of defence, proving remain. Shortage of players, however, they were serving a serious handicap on heavy grounds which are come.

Interested

the final round of this match will be fought in the House of Lords. There will be no trophy for the winner, only a sizeable legal bill for the loser. Football administration will hope that no extra financial burden will be cast on a game which is beset with administrative problems.

Pre-tax profits jump 25% in October

Financial Times Reporter

A JUMP of 25 per cent. in pre-tax profits by the 83 industrial companies which published annual reports and accounts in October was the largest year-on-year advance since April, 1976, when the rise of 83 per cent. owed much to the inclusion of two major oil concerns.

This latest advance confirms a rising trend over the previous three months.

Dividends also continued to show progress. Last month's rise of 18.9 per cent. on those declared a year ago was in line with the 17.8 per cent. average rise for the previous three months.

Of the larger concerns to report last month, Associated British Foods' pre-tax profits rose 42.2 per cent. and the dividend was lifted by 6 per cent. while Great Universal Stores' profits advanced 10.4 per cent. and the dividend was increased by 8.6

season. They had left out C and Steele, Wembley. Stokes was sub, and C was rather subdued by backs Rodrigues and made sure the defence was disciplined. Chelmsford'sceptive.sters showed they are of brain as they are. They revealed an ability to sharp one another. The game was marking was tight, struggling together some intricate moves. I greater concentration of: reer colleagues should move. Centre-forward Finlay 21-year-old Scot, is a rear wrong-footing his man good old-fashioned body; and arching his body: acrobat to turn a belly; who can be a good go. All this plus great ball r and 11 goals this season

BY PETER ROBB

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BY STUART ALEXANDER

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BY JOHN E

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† Indicates programme in black and white.

BBC 1

9.55 a.m. For Schools, Colleges.
 10.45 You and Me. 11.00 For Schools. Colleges. 12.45 a.p.
 News. 1.00 Pebble Mill. 1.45
 Chicheley. 2.01 For Schools.
 Colleges. 3.15 Aunt Doreen. 3.55
 Regional News (except London).
 3.55 Play School. 4.20 Deputy
 Dawg. 4.25 Jackanory. 4.40 Bliss
 4.50 The World of Tomorrow.
 5.10 John Craven's News-
 5.15 Newsround. 5.30 News
 and Nelly in SkyLand. 5.55 Noah's
 Ark.

5.50 News.
 6.25 Nationwide.
 6.50 Some Mothers Do 'ave 'em.
 7.20 Play School.
 7.30 Panorama.
 8.00 News.
 9.05 The World of Television.

[illegible]

Newcastle); Midlands (To-day
from Birmingham); Look East
(from Norwich); Points West
(from Bristol); South (To-day
from Southampton); Spotlight
South West (from Plymouth).

BBC 2

11.00 a.m. Play School.
1.20 p.m. Workaholic.
3.00 The Caterers.
3.20 Politics Now.
7.00 News on 2 Headlines.
7.05 Kaiting Fashion.
7.20 Newsday.
8.10 Dave Allen At Large.
9.09 I. Claudius.
9.50 Horizon.
10.00 One More Time!
11.10 Late News on 2.
11.30 Closedown: Joy Parker
reads "An Abandoned
Jennings" by Elizabeth

9.39 a.m. Schools Programme.
12.00 Chorion and the Wheelies.
12.30 The New Show. 12.39 Musical
Triangles. 1.00 News plus weather.
FT Index. 1.30 Luncheon Time-day.
1.50 The Cedar Tree. 2.00 Good
Afternoon. 2.25 Money Machine.
"Traitor's Gate," starring Albert
Leven. 3.50 Emmerdale Farm.
4.20 Clapperboard. 4.45 Nobody's
Home. 5.00 Batman.

5.45 News
6.00 To-day.
6.45 Opportunity Knocks!
7.00 The Crooked Street.
8.00 George and Mildred.
9.30 World In Action.
9.50 The Sweeney.
10.00 The 10.10
10.30 Sex Les.
11.00 Musical Triangles.
11.30 The Streets of San Fran-
cisco.

12.35 a.m. Close; Rosemary
Simsone reads extracts
from "Lovers Reaches Out,"
by Ulrich Schaefer.

All ITV regions as London
except at the following times:

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BBC Radio London
2610 and 97.5 VHF
 6.00 a.m. As Radio 3, 4.30 Nick Lane
 with Rush Hour, 4.00 weekly *Chase*, 4.30
 with *Countryfile*, 5.00 *News*, 5.15 *Today*
 with *Today*, 5.30 *News* and *Diana* Rice
 in *Top Gear*, 5.45 *News*, 6.00 *Today*
 in *Top Gear*, 12.00 p.m. *Calls* by *Radio*
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ship. It is perhaps a pre-emptive and arrogant attitude but on balance totally justified.

Astre quickly dropped a goal which McLean equalised with a header. The game then swung in many chances before Astre whipped away for Harize to score.

Astre again whipped through a inviting game brilliantly supported by Kikoko and Averardo who were at the other corner with Aguirre converting.

Aguirre and McLean swapped equalities before France found the rhythm of collective play that was to be the key to their victory. The part, in a dazzling finale, Bertranne, Aguirre, Rieves and Scholay added further tries. of which Aguirre converted one.

Australia for all their gritty play, were out of the picture on the technical answer to the territorial

TENNIS

Barker's chance

THE BARKER confirmed her position as Britain's second best woman player when beating a challenge for the position.

She defeated the 19-year-old challenger Tyler of Kent, 6-4, 6-2 in the final of the Slazenger tournament at Torquay on Saturday.

She has the chance to go one better this week at the Royal Albert Hall, where she is seeded to meet Britain's No. 1, Virginia Wade, in the semi-final of the £10,000 Dewar Cup.

Top seed in the women's sec-

Over, who is needed to meet her compatriot, Rosie Casals, in the quarter-semi-final. The match, which should help to sort out the relative form for the end of season rankings.

The \$50,000 Dewar Cup tournament has the left-handed Spaniard Manuel Orantes as the only nation that cannot be challenged following his three successive tournament wins in the past three weeks in Tehran, Madrid and Barcelona.

Mexico's Raul Ramirez is cast as his final round opponent—though David Lloyd, the tennis last week will doubtless leave other ideas when they meet in the final round.

There will be eight British men challenging for the Dewar title this week and to-night's match, Motson, against the Argentine against the No. 4 seed, Arthur Ashe, the Wimbledon champion of 1975. When they met in the Nations Cup 18 months ago in the West Indies, Ashe was the victor.

Supporters of the country

France looked at the complete team even at this stage and without the faintest choice, Locksley was the only one to be selected. There an admirable hand was set on scum but the key to their success is the great working relationship between the tight

Hare boosts

BY STUART ALEXANDER

THE PRODIGAL boot of full-back Dusty Hare was largely responsible for the defeat of his old club, Nottingham, when Leicester beat up rather than down 15-0 at the end of the

...and talented young player with
...hopeful for a repeat perform-
...ance.
...Mark Cox and John Lloyd, who
...together with John's brother
...David Lloyd will undertake
...Britain's challenge for the King's
...Cup. Early next year, are the
...British players most likely to

ROOSE WHO opted to go to Madison Square instead of Haydock or the track at Saratoga Saturday had every reason to be thankful. Night Nurse and the other horses produced an outstanding race in the Marlow Ropes and John Skeaping Hurdle.

These top-class performers who are both in tremendous form, were always in close contention. It was apparent from the half mile from home that the pair might be particularly hard-fought struggle.

Turning into the home straight it appeared that the older Lanzaarotte, challenging to the left of the reigning champion was going to beat the other. However, an impression proved misleading. Paddy Broderick had kept little up his sleeve and Night Nurse, running on with the utmost gameness, just held her own and was determined not to whom he was conceding pounds.

Provided that Saturday morning race has not left its place, Lanzaarotte who is getting accustomed to just the same American surroundings will meet in America.

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Figaro, Trittico

by ANDREW PORTER

Figaro, revived on the fourth of the Metropolitan season, Günther Rennert production, last year, staged now by the Berkowitz and Bruce team, and rather calmer than was Evelyn Lear, the actress, no longer set about seduction of Cherubino in #2. (She was also in better, though not really in good voice.) The earlier cast the Susanna and Figaro, Judith Egan and Justino Diaz, also main. Miss Egan was delighted. Felsenstein himself could have asked for a more alert, rural, and "true" Susanna. A voice may be small, not fully enough for the role, but it is so clearly and gratefully focused that it carried all. Through Miss Egan's one could follow the action if it were happening for the first time. Every phrase told, nothing was exaggerated or rushed. Diaz, looking even younger than when I first saw him, played and sang with easy confidence. The other two principals were v. Maria Ewing, who was at

(Andrew Foldi was a ripe Don Bartolo, and Jean Kraft as a dignified Marcellina; only Andrea Velis's Don Basilio seemed on caricature), the drama of Mozart's opera was unrealised.

The next day, James Levine, the musical director of the company, made his first appearance of the season, conducting the revival of *Il Trittico*. Cornell MacNeil, a powerful Michele and an entertaining, resourceful Schicchi, remained from last season's cast, and was excellent. He goes from strength to strength. The voice is robust, steady, centred, more even and reliable than Sherrill Milnes's has been lately; a decade ago he was a rather stolid interpreter but now there is a kind of fiery power in his utterance. The other principals were new and were for the most part oddly cast. Hildegard Behrens, Covent Garden's Leonore, a well-schooled, straightforward soprano, made an awkward dowdy Giorgetta—curious role to choose for her debut here. Josella Ligi, a spinto who sings Amelia at La Scala and Maddalena in *Andrea Chénier* in San Francisco, made her Met debut not as Angelica but as Lauretta, for which she sounded too warmly mature. The audience burst in with its applause before she had reached the end of "O mio babbino caro." Angelica was Teresa Zylis-Gala, an admirable and distinguished soprano, but unsuited to this role. At first, her restraint was interesting, but she was so determined not to become sentimental that she ended by being unmoving.

Gianfranco Cecchele's local debut, as Luigi, was unimpressive; the voice seemed to remain on stage, never broke free. Neil Shicoff, a young City Opera tenor, made his Met debut as an ardent, almost over-energised but winning Rinaldo. Two veterans reappeared. Italo Tajo was perfect, and self-effacing in the tiny role of Don. Edoardo Gubini was embracing as the Princess, booming out *tutta forza* on the notes that are left her, curled and threadbare above them. As Simone and Zita, the old pair in Gianni Schicchi, both of them overdid things.

This season the Met has announced its "snack" that long strip of paper announcing forthcoming castings, in favour of a Covent Garden-style "throwaway" and on that throwaway it says: "If you can get to the Met only once this fall, make



Josella Ligi and Neil Shicoff

sure you experience the Trittico." Similarly, seems to have little bad advice. The production, by feeling for the fine Debussian Fabrizio Melano, in settings by David Reppa, misses all the fine detail of Debussy's craftsmanship. *Tabarro* will pass. *Swan* played tone-poems, enchantingly. Angelica is drab and bleak (no duce, Covent Garden, and on apparently a woman's prison in the desert), and Gianni Schicchi is horribly vulgar. Levine, *Szy* comedy.

The Entertainment Guide is on Page 11

debourne a season or two, made her Met debut as rubino. (A few days earlier had been singing *Wunder* and Ruckert songs for the *Figaro*.) She is a misbegotten young mezzo of warm timbre, wide-eyed, broad-shouldered, and attractive. Richard Jewell's Count, clean and shyly voiced, had not quite the cheerfully plebeian guises imposed on him by the Friedrich's farmyard production of *Figaro* for the 1974 island Festival. Leopold Hager, from Salzburg, deflected. Where Stuart Bedd, last year, had been unaccountably brisk and unfeeling, user led a very light, under-reading, both per- manences, the marvels of the re passed by too little marked, but what in Bedford are sins of commission where Hager sins of omission: where he had driven hard and right through the instrumental and harmonic details, he had slipped over them. It is altogether a somewhat *versus* and (except by Miss Egan) undercharacterised performance. Although the earlier parts were well done

Orange Tree, Richmond

Poor Tom

The best part of Sam Walters' production of David Cregan's new short play is the organisation of communal life in a Manchester lodging house. The spiral character, Tom, is a little man who has been thrust by an overbearing mother and his own shortcomings into the life of victim of society. Acrostic his unsympathetic landlord's search of 15p to keep the gas lit, he discovers that Mr. Skell is about to sell up and send his profits in Eastbourne. With his fellow-boarders bicker over what should be done, outraged by the absurd agitation of theoretical Marxist in a snorak, Tom kills Roskell with a breadknife and is served by his colleagues in the face of the morally righteous fees of law and order.

About a year ago, this same theatre gave us a luminous production of another Cregan short play about the attempt of a well-meaning but anachronistic head-teacher to keep pace with a system whose beneficiaries are left her standing. This

resolved itself into a poignant philosophical dialectic between the teacher and a star renegade pupil. The issue raised by Mr. Cregan in *Poor Tom* is no less urgent, but the case of the suppressed tenant who is anyway a congenitally incompetent falls because of a sentimental bias exercised on Tom's behalf. The murder itself is an act of both intellectual desperation and theatrical surprise. The play's resolution, showing Tom as a butt for the exercise of an inhuman judgement, overwhelms the meat of the play in favour of a predictable and feebly rhetorical exhortation, ironically spoken by the judge: "Unite. You have nothing to lose but your chains, and you have a world to win."

The chorus chimes in with a smiling epitaph that reiterates Tom's failure to compel the world to dance, and the play ends with a coy qualification from the hero: "At least, not yet." Hard times may be looming for the landlords of the world, but Tom, as created by Cregan, hardly the man to herald them. He is much more effective as just one element in the generously depicted festsam of a second-hand, second-rate conclave of inter-dependent roomers. As an outsider, Tom is an entertaining freak. As a symbol of political righteousness, he is dramatically absurd.

Despite these reservations, Mr. Walters' production achieves a fluidity and purpose that results in an enjoyable show. Peter Benson is suitably hangdog and sympathetic as Tom, a beaky, greying, flat-capped character of indefinite years and positive charm. A distinguished company includes Tim Pigott-Smith doubling as a whining, nervous inmate and a cocky, leather-jacketed visitor. One happy result of this economy is that the actor arrives at the house bearing the crumpled remains of the same actor's alter ego when the action heats up. And there are telling contributions from Geoffrey Bevers as the mot-eaten landlord, Colin Farrell as the satirised activist, Sharran Macdonald as the girl who nearly saves Tom by teaching him to bake a cake, and Stephanie Cola as the starchy, inevitable habitué of such dismal institutions.

MICHAEL COVENEY

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Festival Hall

RPO/Swingle II

by NICHOLAS KENYON

The sound of French Impressionism is unmistakable and unalterable: a chord, a phrase (even out of context) is enough to identify and characterize the elusive musical world of Debussy and Ravel. It has no need of special pleading, as the easily flowing, idiomatic account of Ravel's *Ma Mère l'Oye* which opened this RPO concert showed—though Serge Baudo's flexible, at times over-impressionistic direction helped, as did clean, well-phrased solos from first flute and clarinet.

But into this rarified world, where sensuality and innocence mix without conflict, came last night the sticky sophisticated voices of Swingle II, breathing into their eight personalised and depersonalised microphones some Debussy and Ravel accompanied chansons, and joining the RPO in a performance of Ravel's *L'enfant et les Sortilèges* which was not so much magical as surreal.

Debussy's *Trois Chansons de Charles d'Orléans* and Ravel's *Trois Chansons* are both part of that curious French medieval revival whose nostalgic nationalism parallels our own contemporary Tudor revival: the songs

musical language represents Impressionism at its sharpest and simplest. The Swingles, for all their accuracy, ensemble, and (electronic) balance, overlaid the music with a shiny tinsel surface which it was hard to hear through.

So it was too in the Ravel opera: the cheerful naivety of the composer's childlike inventiveness was all too often at odds with the Swingle's camp semi-production. There was all the difference in the world between the jokey, elbow-nudging humour of the cats' duet, and the fresh, unaffected orchestral scene-setting of the moonlit garden which followed. Some of the Swingle's voices showed real musicianship: Linda Hirst as a husky, frightened child was outstanding, and Olive Simpson as a brilliant Fire and Princess. Carol Hall as "La Tasse Chinoise," and David Beavan as a very solid tree all deserved better, but juggling with their hand microphones, minimal costume changes, exits and entrances in a tiny section of the Festival Hall stage, they looked only like a stranded cast of *Godspell*. Sorry, but the French Impressionists do not need trendifying.

St. John's, Smith Square

The Queen of Spades

by ELIZABETH FORBES

The Chelsea Opera Group has not tackled many Russian works in the quarter century of its existence, though much of that repertoire offers magnificent opportunities to the chorus. In the last decade I remember performances of the two Mussorgsky block-busters and, about ten years ago, an enjoyable Eugene Onegin. Last night at St. John's, Smith Square, the COG gave the second of three performances of another Chalkovsky opera, *The Queen of Spades*. Both the major London companies had productions of this work in their repertoires at one time; Covent Garden's is long departed, but perhaps the English National Opera could be persuaded to revive theirs, especially as several of the singers last night were ENO artists.

The Queen of Spades is not an easy work to stage convincingly, but paradoxically it came over with great dramatic force in a concert performance. Much of the credit for that should go to Roderick Bryden (who conducted the very successful COG *Khovanshchina*). He kept the pulse of the music strongly beating, did not hurry his singers, and encouraged the orchestra—especially the string section—to play with real feeling for Chalkovsky's always melodious, but sometimes anguished score. The chorus has an important part in the dramatic structure of the piece, and was in strong, flexible form, particularly the male voices, who helped to make the final scene in the gambling-rooms an effective climax.

A heavy burden lies on the shoulders of the tenor who sings Hermann, but Kenneth Woolman seemed to find the role congenial, and was able not merely to meet all its vocal demands, but to shade and colour his singing most expressively. He conveyed Hermann's growing obsession with gambling and the Countess's secret of the winning cards so subtly that the character's mental—and physical—disintegration was mirrored in his music. Tom McDonnell as the extrovert Tumsky provided an ideal foil for the gloomy protagonist, and sang his account of the Three Cards in the first act graphically and wittily. Patrick Wheatley invested Yelensky's lyrical song in praise of Lisa with a smooth line and appropriately glowing sentiment.

Millie Andrew sang Lisa with sincerity, eloquent phrasing and, in quieter passages, an admirable evenness of tone; when she pressed on her voice it was apt to become slightly shrill. As the Countess, Johanna Peters created an amazingly complete portrayal of the haunted—and haunting—old woman by purely vocal means. Her singing of the air from Grieg's *Richard Coeur de Lion* was delightful. Grace Dives made such a good Pauline that I was most disappointed to find the masque of "The Faithful Shepherdess" (in which Pauline sings Daphnis) was omitted in London, though it will be included in next Saturday's performance at Southampton University.

Festival Hall

Philharmonic Concerto

by GILLIAN WIDDICOMBE

Malcolm Arnold plays the orchestra like a pack of cards. In his latest symphonic work, *Philharmonic Concerto*. It is a 17-minute, three movement work in which orchestral suits and colours are dealt with concision, wit, fluency, and light-fingered skill. Commissioned for the London Philharmonic to take on tour, and given its world premiere yesterday afternoon at the Festival Hall, it successfully displays Arnold's individualistic flavour of sad-sweet, melancholic bluster, there is nothing that might be thought disagreeable in, say, Padstow or Philadelphia. The concerto will be played nine times on the LPO's American tour, opening in Chicago next Sunday.

Arnold is at his best in works of this modest duration. His larger pieces seem to fall short because he evades the earnest-

ness needed to sustain symphonic topically. Like the Second Flute Concerto (played at Aldeburgh a couple of years ago), the *Philharmonic Concerto* has a slapdash last movement in this case its brevity is absurd. But the first movement, a longish Intrada marked Vivace, is a masterpiece of orchestral conversation; and the central Aria is deliciously written to show off both individual and sectional parts of the orchestra. Not surprisingly, Arnold opens with the brilliant clatter of full orchestra in cymbalic good-humour. Soon the strings establish a suave thematic episode; the melody does not nudge, but resembles an acidic remark read with a smile. (Unashamed of his facility as orchestra, Arnold butters that idea up with a triangle.) Soon the woodwind take over, and the pattern of the movement is fairly predictable, because he evades the earnest-

solo viola and harp, always a soulful mixture; it spreads and develops around the orchestra. The Arnold was conducted sensitively and brightly by Bernard Haitink, and played with evident relish by the LPO. (The odd moments of digital difficulty, mostly in whirlwind string passages, will obviously settle with familiarity.) Haitink and the LPO then accompanied Ashkenazy in Mozart's C minor concerto, K 491. They used too many strings for my taste, creating mushy ensemble at the beginning of each tutti. But the performance was entirely dominated by Ashkenazy, in excellent form. His reading was dreamy and expressive, in that every note was approached like a special, poetic detail; but the details were contained within a small-scale, gentle conception, never inclining to crisp announcement or storming passion. He played his own cadenzas—effective and sensible.

catches the ear easily. Nowadays such expertise is rare. The Arnold was conducted sensitively and brightly by Bernard Haitink, and played with evident relish by the LPO. (The odd moments of digital difficulty, mostly in whirlwind string passages, will obviously settle with familiarity.) Haitink and the LPO then accompanied Ashkenazy in Mozart's C minor concerto, K 491. They used too many strings for my taste, creating mushy ensemble at the beginning of each tutti. But the performance was entirely dominated by Ashkenazy, in excellent form. His reading was dreamy and expressive, in that every note was approached like a special, poetic detail; but the details were contained within a small-scale, gentle conception, never inclining to crisp announcement or storming passion. He played his own cadenzas—effective and sensible.

Sadler's Wells Theatre

Belshazzar

by ANTHONY HICKS

Belshazzar, written in 1744, is Handel's most ambitious oratorio. In all but name and certain formal details it is a mighty choral opera depicting the fall of Babylon under the joint assault of the invading Persian armies of King Cyrus and its own moral disintegration. Charles Jennens's libretto, though not always maintaining linguistic elevation, is structurally sound, preserves the unities of place and time, and extracts a coherent story from the often conflicting sources of the Bible, Herodotus's *History* and Xenophon's *Cyropaedia*. The music is vivid and closely matched to the drama. Jews, Babylonians and Persians each have a distinct choral style and the solo characters are broadly and sympathetically portrayed.

While Handel, drawing on his own matured powers, had not over-reached himself, he had far outstripped the concept of oratorio as understood by his audience—and their successors almost to the present day. With out a famous "hit to its name" (a tribute to the integrity of the work) and lacking a convenient and accurate performing edition *Belshazzar* has been shockingly neglected, leaving significant aspects of the composer's genius unexplored.

The new Handel Opera Society production is therefore not to be missed; what is more, it is a spirit of the oratorio, is powerfully sung by Pauline Tinsley. Her alert responses to the shifting moods of her great opening

soliloquy on the rise and fall of empires are an apt epitome of what follows. That most promising mezzo Anne Wilkens (Cyrus) is the other star performer, voice firmly focused, diction impeccable; the narration of Cyrus's dream is thrilling. To the title role Ramon Remedios brings fine ringing tones and a good stage presence, enough to outweigh the heavy Handel oratorio staging—giving the chorus something to do. Fortunately some rather awful spear-wagging and hand-waving in the first Persian chorus turns out to be untypical.

John Otto's standing set of gaunt stone blocks at either side of the stage, varied by different combinations of hanging strips, serves well for the first act, though there is a sense of constriction as the evening wears on. The tricky problem of the over-reached himself, he had far outstripped the concept of oratorio as understood by his audience—and their successors almost to the present day. With out a famous "hit to its name" (a tribute to the integrity of the work) and lacking a convenient and accurate performing edition *Belshazzar* has been shockingly neglected, leaving significant aspects of the composer's genius unexplored.

Strong casting of the two most important roles is a vital element in the production's success. The production is therefore not to be missed; what is more, it is a spirit of the oratorio, is powerfully sung by Pauline Tinsley. Her alert responses to the shifting moods of her great opening

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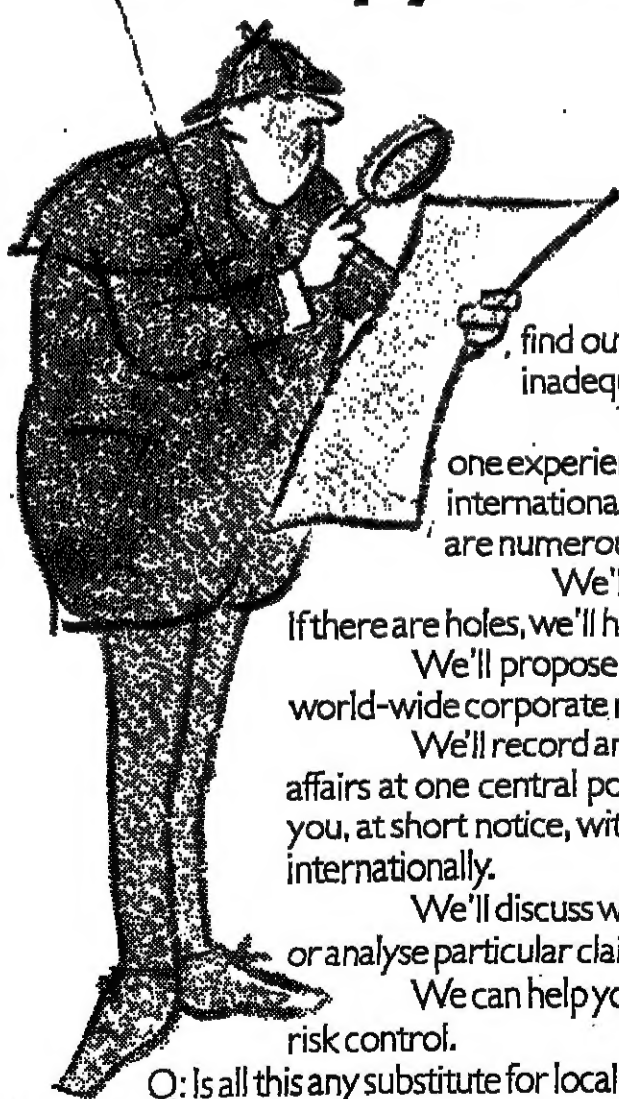
having to play three separate choral roles has led to sadly unevenness, especially in the middle parts. Visually they are not helped by ugly and insufficiently distinctive costumes. (Nothing they wear, however, is as absurd as the Cherubino outfit provided for Cyprus appropriate only to Miss Wilkens's trim figure.)

The whole performance is sustained on the bed-rock of the accompaniments of the specially constituted chamber orchestra under Charles Farncombe. Tempos are convincing throughout, and the sharp lining of the accompaniment recitatives, among the glories of the work, is particularly remarkable. *Belshazzar* has received its due—a presentation bringing music and drama into a compelling that the splitting necessitated by unity.

Arts news in brief

The RSC's 1976 Stratford season at the Royal Shakespeare Theatre has been extended by one week. The season will now end on Saturday, January 29, 1977. The extra week (January 24-29, 1977) will include two performances of *Romeo and Juliet* and two of *King Lear* and three of *The Comedy of Errors*. Prices for this week are to be lower than usual—from £1.00 to £3.50. Chambers: the publishers announce a new series of annual awards for Scottish authors. Three annual awards of £1,000 each will be offered—for a work of fiction, a work of non-fiction, and an illustrated book for young children. The awards are open to writers born in Scotland, of Scottish parentage, resident in Scotland, or writing on a distinctly Scottish theme. Authors (whose manuscripts must be submitted by April 30 next year) should apply to the publishers for details.

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HOME NEWS

Ministers consider lease scheme for Concorde

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE POSSIBILITY of U.K. collaboration with Europe on the development of civil airliners will be one of the main items on the agenda for tomorrow's meeting in London between Mr. Gerald Kaufman, Minister for Aerospace, and M. Marcel Cavallie, French Transport Minister.

Other topics will include the progress of the Concorde programme (and in particular the possibility of setting up a leasing arrangement for the seven aircraft remaining to be sold), and the possibility of a long-term study for a second-generation supersonic airliner.

M. Cavallie is expected to suggest that the U.K. participates in the design of the recently proposed French Mercure 200 medium-range subsonic airliner. Although it is not thought likely that Mr. Kaufman will make any commitment.

The U.K.'s ideal aim is to try to arrange a complete package of collaborative ventures including a 200-220-seat medium-range aircraft, a smaller 160-180-seater, and an even smaller short-range 100-seater.

Big markets are expected to emerge in all three categories during the next 10 years or so, and every manufacturer in the world is preparing designs to meet one or more of these requirements.

The U.K. is still discussing its own plans, not only with the

French, but also with other European companies, the U.S. Boeing and McDonnell Douglas companies and also with the Japanese aerospace industry.

The Anglo-French talks, therefore, are part of the overall pattern of discussions, and are not expected to commit the U.K. to any specific partnerships at this stage.

It is becoming clear that in the airline industry's present financial situation few airlines if any apart from British Airways and Air France are likely to be able to buy Concorde, but many operators have expressed interest in the possibility of leasing.

Subsonic

One of the latest of these is Braniff of the U.S., which is interested in leasing an aircraft and operating it jointly in conjunction with British Airways across the North Atlantic to Washington and then taking the aircraft on subsonically from Washington to Dallas-Fort Worth in Texas.

This plan is expected to be discussed soon between Braniff and British Airways, but it is subject entirely to Concorde being allowed to fly into other American airports when the six-month trial period on flights to Washington is completed next year.

Similar interest in leasing is being shown in the Far East and South-East Asia. An Air France

Concorde is due to leave London tomorrow for an extensive demonstration trip to Singapore, Manila, Hong Kong, Tokyo, and Seoul. The manufacturers are hoping that this will encourage several major airlines in the area either to buy outright or consider some kind of leasing arrangement.

So far the U.K. and French Governments have been reluctant to permit leasing, preferring to seek outright sales. They have felt that once they got into the leasing business they would be committed to it for all future Concorde disposals. It might also be regarded as an alternative for future sales of other Government-financed civil aircraft.

But if outright Concorde sales continue to be difficult to achieve, leasing may be the only answer. In such a case the two governments would probably make it clear that they would only be prepared to permit leasing for Concorde and that the technique was not to be regarded as establishing a precedent for the future.

On the question of a second-generation supersonic airliner, the most likely outcome of the talks is the authorisation of a long-term joint study of the political, financial, and technical possibilities of such a venture.

No decisions would be taken until the project had been completed and studied by both countries.

Successor to Concorde, Page 27

Rolls-Royce engine agreement near

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

ROLLS ROYCE (1971) is "fast approaching final agreement" with Pratt and Whitney of the U.S. on the design, development and manufacture of the new JT-10D engine. Sir Kenneth Keith, chairman of Rolls-Royce, told the Newcomen Society of America in New York late last week. He said he believed the JT-10D "will undoubtedly still be in world-wide operation well after the turn of the century."

Rolls-Royce participation in the JT-10D would involve it in 34 per cent of the engine's cost, with Pratt and Whitney taking 54 per cent. Motor and Turbine Union 10 per cent and Fiat 2 per cent.

The cost of the Rolls-Royce partnership in the JT-10D might amount to as much as £150m. in the next ten years. Sir Kenneth said he thought the next generation of aircraft would be about 200-seats in size. Airlines would be looking for substantial savings in operating costs, particularly fuel costs, and "with ecologists looking over their shoulders, less noise."

The aircraft manufacturers were giving serious thought to the possibility of using in their new designs smaller-thrust derivatives of existing big engines, such as the proposed Dash 335 version of the Rolls RB-211.

"But this argument has not yet been fought out, and I think it very probable that the next decade will see the

launching of one further new high by-pass subsonic engine" by which he meant the JT-10D.

Stressing the Rolls-Royce determination to get a share in that development, Sir Kenneth said he believed all future major commercial aero-engines would be undertaken on a trans-Atlantic collaborative basis.

"By far the largest part of our civil market is here in the U.S., and the growth predictions for your market for the next 15 to 20 years are large indeed."

Rolls-Royce's total sales amounted to more than £650m. in 1975. More than 50 per cent of this was exports, with £150m. worth of business in the U.S. The company supplied engines to more than 230 world airlines and 52 armed forces, he said.

The company had a high degree of autonomy and the Government does not interfere with our running of the business. Although I am a private enterprise man through and through I have as yet no complaints in that regard."

But Rolls-Royce found it more difficult raising money from the Government than it did from the banks.

"The company is specifically charged with operating on a strictly commercial basis, and the Government, as our banker, like any other financier, expects an adequate return on the capital employed."

VAT fears boost sales in the high streets

BY KEVIN DONE, INDUSTRIAL STAFF

FEARS OF an increase in the rate of Value Added Tax, allied to a belief that the inflation rate is unlikely to abate in the coming months, is leading to a boom in sales by High Street retailers.

London stores were this week also experiencing the added bonanza of a rush of Continental customers who were using a public holiday to visit the U.K. and cash in on bargain prices brought about by the falling rate of exchange for sterling.

Airline and ferry operators reported a busy week-end, and more than 20,000 foreign visitors are estimated to have arrived in the capital on Saturday alone.

A long week-end in France, Belgium, Germany, Italy, Spain, and Portugal provided the opportunity for many Europeans to combine a short holiday with a shopping trip.

Many London stores said they were experiencing exceptionally large numbers of "averages" customers who had clothes and Christmas gifts at the top of their priorities.

For the British shopper, luxury goods like colour TV sets and music centres were at the head of the rush, with sales up between 15 and 20 per cent over the same period last year.

Curry's said: "We are experiencing quite buoyant sales, which don't make a lot of sense because food retailers are having a bad time. This means that some part of the family budget is being squeezed."

Most sales tend to be cash rather than credit. Fears are being expressed that the Chancellor of the Exchequer may well introduce a tighter squeeze on credit along with VAT increases.

Interpretation of the boom is complicated by signs that Christmas buying has begun earlier this year than in 1975. Sales of smaller goods such as food mixers, toasters, and vacuum cleaners are now running about 75 per cent higher than three months earlier, according to Woolworths, which also reports an unprecedented awareness by shoppers of any fluctuations in prices.

Good chance

For instance, after four price rises in only two months, jars of jam are selling in dozens more of a tourist attraction the Tower of London.

Mr. Robert Middleley, managing director of Harrods, commented: "The place is absolutely full. The place is absolutely full. Our sales are also benefiting, though here confusion arises in distinguishing between the onset of Christmas buying and purchases being made for fear of VAT and duty increases."

Selfridges, Oxford Street, has shopping.

Callaghan to stress industrial priority

BY ADRIAN HAMPTON

THE PRIME MINISTER is expected to reaffirm strongly the Government's determination to give priority to manufacturing industry when he chairs the meeting of the National Economic Development Council on Wednesday.

Apart from discussing the Industry Department's intention of introducing a new investment incentive scheme, Mr. Callaghan is likely to assure industry and union representatives at the meeting of the Government's intention to see interest rates come down as quickly as possible.

His assurance comes at a time when the Treasury is already making preparation for action on indirect taxes which could be presented as the main alternative to high interest rates as a means of funding down the public sector deficit.

New Wednesday's meeting is officially due to review progress on the industrial strategy. But the broader economic problems of the country—particularly the problems of high interest rates, investment and unemployment—are bound to cause unions and industrialists to press the Government on these questions.

One of the items that the council is due to consider at the TUC's request is the joint CBI-TUC memorandum on imports and this could give rise to renewed union calls for quantitative import controls.

The CBI, however, is likely to repeat its view that controls on the volume of imports should be avoided and that what is needed is tougher selection action within international pay.

The main item on the council agenda will be a paper reviewing progress on the industrial strategy. This is expected to summarise developments in the broadly reviewing the Government's response to the recommendations put to the sector working parties in the next phases.

The sector working parties are making medium-term plans for the home and abroad, with the aim of contributing to the Treasury pre-Budget planning in the year.

Also on the agenda is a report of the sub-committee of the council on the industrial strategy, which has been investigating cyclical schemes for investment after the Swedish model.

If the council has time, it will deal with a paper on the role of the nationalised industries overseas contracts, recommendations for greater co-ordination of consortium bidding by the S.U.C. corporations and their private sector suppliers.

Romanian locomotives found to have defects

FINANCIAL TIMES REPORTER

THE FIRST 11 of 30 Romanian-built freight locomotives ordered by British Rail and just delivered are proving defective and are having to be stripped to their bogies.

This is part of a total order by British Rail for 60 of these locomotives, costing about £18m. The other 30 are being built in the U.K.

British Rail said that the order with Romania had been placed through Hawker Siddeley. Eighty per cent of the components of both the Romanian and U.K. manufactured locomotives were British-made and the remaining 20 per cent, Romanian.

Defects had been discovered in the central axle of each bogie of the Class 55 locomotives. The other 30 of the class are being val-

made by British Rail in I. Hawker Siddeley, according to British Rail, had the responsibility and would have to bear costs of the repairs.

British Rail is introducing "timetable recovery" to involve delays on its London-Beds line from May next year. British Rail has been waiting for over a year for Government authorisation of the electrification of the line from St. Paul which carries about 25,000 trucks a day. Delays in the timetable will be necessary because train will have to reduce speed where track modernisation is being carried out.

Plans for the 250m. electrification of the line were put forward about a year ago but so far it has not received Government approval.

Home loan funds hint

BY MICHAEL CASSELL, BUILDING CORRESPONDENT

THE FIRST official hint that the building society movement serious problem they may not be able to repeat this encounter in early 1977, a year's lending programme during the following year proved to be the best on record.

Writing in Building Society Affairs, Mr. Potter, chairman of the Building Society Association, said that if the general level of interest rates remained exceptionally high, it might be difficult for societies to attract the same volume of funds as earlier this year.

Societies' net receipts have been much lower in the past few months than at the beginning of 1976, with monthly totals reaching only about £150m. a month against well over £200m. previously.

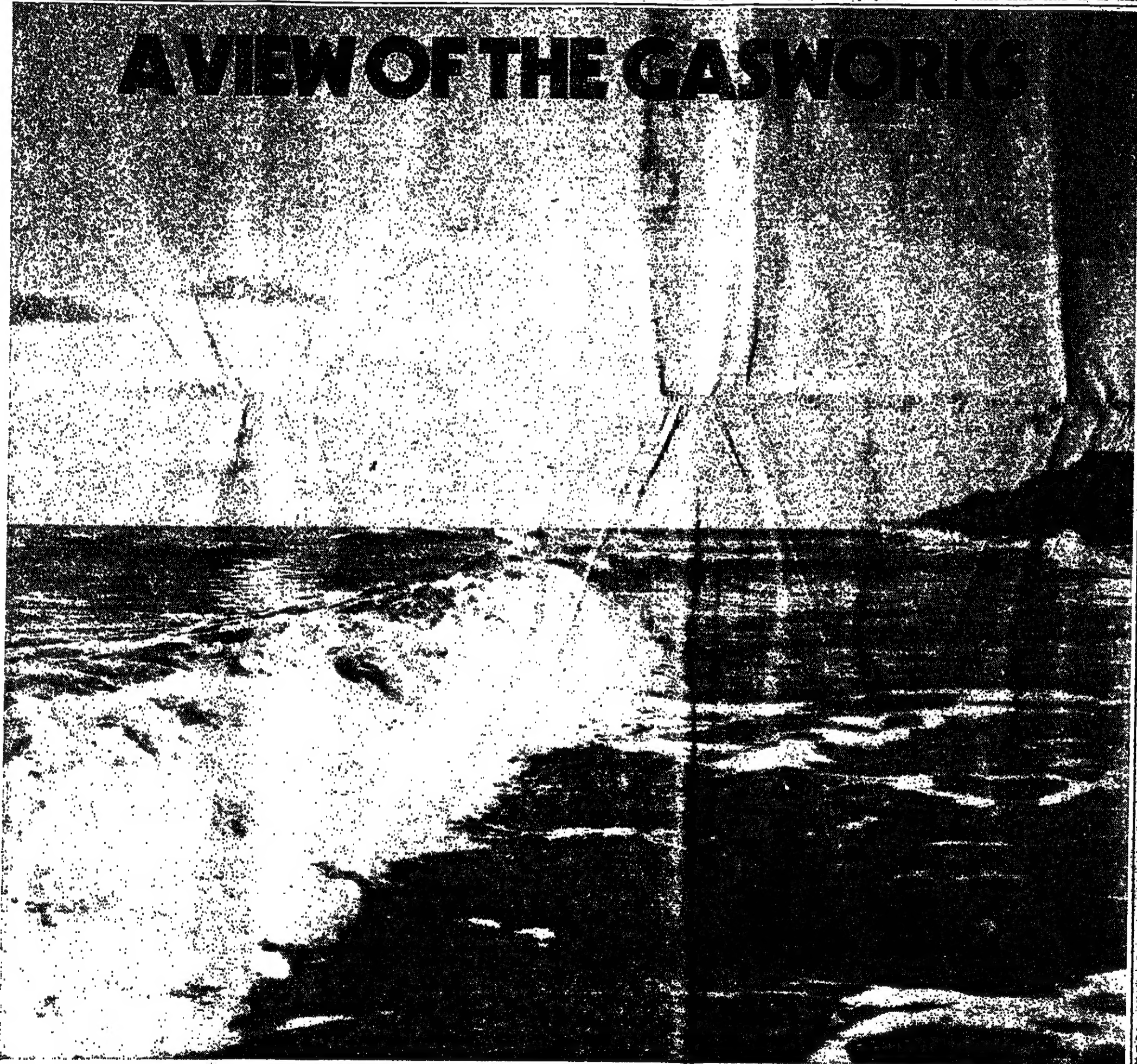
Fears are now widespread that despite the societies' new interest rates, which come into effect today, the volume of net receipts will not rise appreciably and that the present level of advances of £200m. a month will quickly be reduced in the new year. The alternative is even higher interest rates.

Until now, the official building society line has been that the movement as a whole next year expects to lend at least the £50n figure which will be achieved during 1976.

But individual societies have been quick to point out that they do not believe this figure is possible. A "substantial" and "sudden" increase in interest rates trends.

Taking of the lending prospects for 1977, Mr. Potter said that a great deal will depend on the confidence which foreigners place in sterling in the coming weeks and months.

However, societies have



The supplies of natural gas in the North Sea constitute an abundant and vital resource for Britain. In fact, up to half the useful energy available to Britain from the North Sea may well come in the form of natural gas. A clean, controllable, versatile and efficient fuel, virtually unrivalled as a source of heat—and kind to the environment, too.

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HOME NEWS

U.S. airlines react angrily over Gatwick proposals

BY ARTHUR SANDLES

AMERICAN scheduled airlines are angry at attempts to divert some of their flights from Heathrow to Gatwick. The pressure has already provoked a storm of protest from tour operators.

The British Airports Authority recently announced changes in airport charges which will add an average £3.60 to the price of every seat in and out of Heathrow at peak times next year. The authority is worried by pressure at peak times and is trying to encourage airlines to move elsewhere.

Mr. Larry Langley, general manager of TWA in Britain who is in Athens for the Association of British Travel Agents convention which starts to-day, said London was one of the three most expensive airports in the world. The service it gave did not put it in the top three as far as passengers were concerned.

If American airlines were forced to use Gatwick British Airways should be forced to use Newark Airport on the American East Coast. It would then discover what life could be like if a transatlantic operator was not able to transfer passengers to connecting flights at the same airport.

Tour operators issued brochures some weeks ago with prices based on charges last July. They said they had been warned to expect a 15-20 per cent rise in costs and had allowed for this. The increase is 200 per cent at some times of the week. This places an unexpected strain on those companies which have guaranteed prices for 1977 and use Heathrow Airport.

The main British charter airport, Luton, is not owned by the Government and is not affected.

This may be the last ABTA conference in the present form. To-day, the Office of Fair Trading will tell the association that many of its rules are outside the present law on restrictive practices.

Stockbrokers forecast long period of stringency

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

A LONG PERIOD of monetary stringency, possibly supplemented by the imposition of selective import duties, is foreseen by stockbrokers Phillips and Drew in their latest monthly economic forecast published to-day.

The brokers have revised their forecast for the U.K. economy after the recent monetary measures and possible conditions to the IMF credit facilities which they suggest, will include a 10 per cent limit to the growth of M3—the broadly defined money supply—in the financial year 1977-78.

Phillips and Drew argue that in order to meet this limit the public sector borrowing will need to be reduced to about £3.2bn in 1977-78, compared with the most recent Government target of £5bn, or less for this period.

This would require another cut in public spending or rise in tax of £1bn, and the review suggests that political factors will result in a rise in indirect taxes of this amount by the use of the regulator.

The continued monetary stringency may also include measures to restrict the ability of banks to increase their resources, through direct control on growth of their eligible liabilities.

This week in Parliament

THE COMMONS

TO-DAY: Appointment of a select committee to investigate allegations against MPs; Development of Rural Wales Bill, remaining stages; possibly a debate on Welsh affairs.

TO-MORROW: Weights and Measures (No. 2) Bill, remaining stages; New Towns (amendment) Bill, Bill, Lords amendments; Poultry meat (hygiene) regulations.

WEDNESDAY: Retirement of Teachers (Scotland) Bill, Valuation and Rating (amendment) (Scotland) Bill, remaining stages; Licensing (Scotland) Bill, Lords amendments; Sexual Offences (Scotland) Bill, remaining stages.

THURSDAY: Debate on transport policy; Supplementary Benefits Bill, second reading; Land Drainage Bill, remaining stages.

FRIDAY: Debate on Welsh affairs.

MONDAY, NOVEMBER 5: Lords amendments which may be received.

THE LORDS

TO-DAY: Cromarty Harbour Order Confirmation Bill, report; Aircraft and Shipbuilding Industries Bill, report; Supplementary Benefits Bill, third reading; Insolvency Bill, consideration Commons amendments.

TO-MORROW: Dock Work Regulation Bill, report; Electricity (financial provisions) (Scotland) Bill, third reading; Licensing (Scotland) Bill, third reading; East Kilbride District Council order confirmation Bill; Motorcycle crash-helmets (religious exemption) Bill, third reading.

WEDNESDAY: Aircraft and Shipbuilding Industries Bill, report; Education Bill, third reading.

THURSDAY: Health Services Bill, committee; Sexual Offences (amendment) Bill, committee; Dock Work Regulation Bill, report.

FRIDAY: Aircraft and Shipbuilding Industries Bill, report.

SELECT COMMITTEES

TO-DAY: Abortion: Witnesses: Officials of the Department of Health and Social Security; Expenditure: General sub-committee; Subject: Developments in the Civil Service since the Fulton Report. Witnesses: CPSA, and Association of Civil Servants.

TO-MORROW: Nationalised Industries: Sub-Committee A. Subject: British Airways: Reports and Accounts. Witnesses: British Airways.

WEDNESDAY: Expenditure: Trade and Industry Sub-Committee. Subject: The Fishing Industry. Witnesses: Ministry of Agriculture, Fisheries and Food; Department of Agriculture and Fisheries, Scotland; Foreign and Commonwealth Office. Expenditure: Environment Sub-Committee. Subject: Planning Procedures. Witnesses: Royal Institute of Chartered Surveyors. Expenditure: General Sub-Committee. Subject: Planning and Control of Public Expenditure. Witnesses: Treasury.

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LABOUR NEWS

Results of engineering ballot due to-morrow

BY CHRISTIAN TYLER, LABOUR STAFF

THE FUTURE of Mr. Bob Wright, a leading Left-winger in the Amalgamated Union of Engineering Workers, could be decided to-morrow when the result of a second-round postal ballot for the job of assistant general secretary is due to be declared.

Mr. Wright has long been regarded as the Left's chief candidate for the presidency when Mr. Hugh Scanlon retires in the autumn of 1978. He has, however, already been ousted from the union's executive by the recent swing to the Right in AUEW elections and is no longer employed by the union. In his first-round bid for the

In the first poll Mr. Reid collected 13,389 votes to lead the list. He is being challenged by Mr. Thomas Dougan, who polled 9,663.

To-morrow's results will help clarify the presidential succession of the AUEW, the country's second-largest union. Formal nomination will take place early next year and a presidential ballot next October.

They come when the union is preparing to declare election nominations for a general secretary to succeed Mr. Jack Jones, who retires early in 1978 but whose successor is likely to be decided in time for the union's biennial conference next summer.

Challenged

Ministry move to end mix-up over interpretation of Act

BY OUR LABOUR STAFF

THE DEPARTMENT of Employment has sent an official to the Westminster Hospital to help clear up misunderstandings over interpretation of the Trade Union and Labour Relations Act.

Westminster Hospital authorities, in common with many other employers, believed that the Act obliged them to employ people for at least two years and that they would be liable to pay

compensation if workers were dismissed before then even if they were engaged on fixed-term contracts of less than two years. The issue came to light earlier this week when a spokesman for the Anthony Nolan Bone Marrow Appeal claimed that staff faced dismissal because there were insufficient funds to pay their salaries for two years.

Yesterday, a Department spokesman stressed: "Under the Act, an employee can be retained on a fixed-term contract of less than two years and dismissed when it expires without compensation having to be paid."

An employee could complain to an industrial tribunal that he had been unfairly dismissed, but provided the dismissal was genuinely on the grounds that the contract had expired, he would be unlikely to be awarded compensation, he added.

Bid to use fair wages 'loophole'

By Our Labour Staff

SMALLER ENGINEERING companies are to be the target of a white-collar union seeking to win pay rises for its members that do not have to be offset against the £2.50 to £4-a-week earnings limit.

The Association of Professional Executives, Clerical and Computer Staff, which claims 100,000 members in engineering, decided at the week-end to use the 1946 Fair Wages Resolution in order to catch what it called the "Scrooge employers."

Under the pay policy, rises gained by using the resolution do not have to be counted against the limit. Another big white-collar union, the Association of Scientific, Technical and Managerial Staffs, had used it to win large increases for a small number of its members.

The resolution lays down that companies engaged on Government contract work must pay the rates agreed by employer bodies and trade unions for comparable work. Where there is no joint agreement, they must pay as much as the "general level" of wages for the industry in the district.

However, from January 1, the resolution will be overtaken by a section of the Employment Protection Act which extends its provisions to the whole of industry. Employers have condemned the Government's recent decision to introduce the extension during the pay policy as irresponsible and inflationary.

Call for expansion of adult training in EEC countries

BY CHRISTIAN TYLER, LABOUR STAFF

EEC COUNTRIES should consider expanding their adult training schemes while unemployment is high and likely to remain so for several years, says a survey published to-day by Political and Economic Planning.

The extra public spending involved would not be inflationary, argues the survey's author, Mr. Santosh Mukherjee. A policy of keeping people at work would reduce budget deficits.

In some EEC countries the State's gain by putting a man into employment—from taxation, social security contributions and saving on unemployment benefit—is greater than the gross pay for the job.

Lagging

Mr. Mukherjee says that Governments generally underestimate the size of this saving.

The study suggests that Britain lags behind, for example, West Germany—an industrially comparable country—in the total amount of training, even allowing for training carried out by British employers.

Training need not be specific to manufacturing jobs in fact, the proportion of the labour force in manufacturing industry is likely to decline still further as investment increases.

At the same time short-term employment measures like the

British job-creation programme and temporary employment subsidy should be limited by other EEC countries.

During a period of high unemployment, it was important for State employment agencies to be able to improve job-placing and thus prevent workers returning to the unemployment register. The danger was that they could simply become overloaded.

Mechanism

Where companies were planning to shed labour, more attention should be paid to the cost to the employer, to the individual and to society generally.

Britain should introduce legislation to create a mechanism for deciding redundancy policy involving Government, employers and workers.

Government and Labour Minister by Santosh Mukherjee, PEP, No. 588: £3.50 plus 30p post from 12, Upper Belgrave Street, London SW1X 8BB.

Private employment agencies and businesses will from to-day have to obtain a licence from the Employment Secretary because of the introduction of Section 1 of the Employment Agencies Act of 1973. The maximum fine for continuing in business without a licence is £400 on summary conviction.

The prospects for manufacturing investment in Western Australia have never been better.

In little over a decade, Western Australia has become the world's second biggest producer of iron ore. Now, the stage is set for the largest single mineral undertaking ever attempted in Australia—the development of the huge natural gas and oil reserves at the North West Shelf.

Quite apart from the plans for our natural gas and the expansion of our iron ore industry, Western Australia's economy will receive a significant impetus with the new projects for alumina, nickel, uranium and other vital minerals.

In this environment of industrial growth and political stability, there are opportunities for manufacturing organisations—for complete manufacture; components; assembly; joint ventures; licensing agreements.

Western Australia needs more industrial expertise and capacity in a hurry. And if Western Australia's economic growth is not sufficient incentive, take a look at the markets on the east coast of Australia and the proximity of the markets in South East Asia and the Middle East.

If you're travelling in our part of the world, you're invited to stop off in Perth. Write to tell us you're coming. Let us know your interests. We'll meet you at the airport; take you to your hotel and then show you and tell you all the things you need to know about setting up your operation in Western Australia.



Western Australia has an ideal climate and a quality of life that other countries envy.

Contact: The Co-ordinator, Department of Industrial Development, 32 St. George's Terrace, Perth 6000, Western Australia.

Agent General for Western Australia, 115 Strand, London WC2R 0AJ, England.

Official Representative, Government of Western Australia, 7th Floor Sankaido Building, 9-13 Akasaka, 1-Chome Minato-Ku, 107 Tokyo, Japan.

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THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

will be held at the offices of the company, 548, Herengracht, Amsterdam, on Tuesday, 23rd November, 1978, at 11.00 a.m.

The agenda of the meeting and the Annual Report 1975-1976 will be available free of charge at the office of the company and at the offices of:

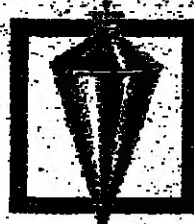
Bank Mees & Hope NV in Amsterdam
Banque Bruxelles Lambert S.A. in Brussels
Banque de Neufchâtel, Schlumberger, Mallet in Paris
Morgan Grenfell & Co. Limited in London
Westdeutsche Landesbank Girozentrale in Düsseldorf.

Shareholders who wish to attend this meeting, have to lodge their shares with one of the above-mentioned banks at least three days before the meeting against delivery of a receipt which will serve as ticket of admission to the meeting.

THE BOARD OF MANAGING DIRECTORS

Amsterdam, 1st November, 1978.

سنة ١٤٠٠ هـ



Building and Civil Engineering

£5½m. Lovell awards

LOVELL Housing has been awarded five contracts totalling over £5½m. In each contract, construction will be by the Lovell Housing Group, a subsidiary of the Lovell Group, which is a joint venture between the Lovell Group and the Lovell Group.

At Church Lane, South Malling, Kent, 236 units are to be built for the Lewes District Council at a cost of £2.3m. Of these, 148 are houses, 38 are flats, 17 are bungalows and 22 are old persons' dwellings, with a warden's flat. Architects are Hugh Wilson and Lewis Womersley.

The second contract, valued at nearly £2m., is for the erection of 141 houses and 66 flats at Sycamore Fields, Harlow, Essex, for Harlow Development Corporation. Harlow Development Corporation is providing the

work about contractors must sometimes be thankful that Britain still has a lot of old houses that need bringing up-to-date.

Laing has just got two such jobs in the north of England. In Halifax it has got a contract to convert nearly 200 pre-war Halifax houses into modern council homes.

Work has started on the main part of the project involving central heating installation, extending and refitting bathrooms, and in some cases moving around floor bathrooms upstairs. The £587,500 contract was awarded by Calderdale Borough Council.

More than half the houses will be re-roofed and additional minor works will involve guttering repairs and painting.

Another contract, worth £338,000, is for updating 79 dwellings, dating back to the 1880s, in Brownfield Street and Stanton Street within the Athlone Hill area of Newcastle. This involves work on 76 self-contained flats and three houses. The contract was awarded by the North Housing Group.

Water plant components

DEGREMONT Laing has been awarded the contract to supply plant for one of the world's largest induced draught recirculating cooling systems being built in the Middle East.

This plant is part of the Iran Fertiliser Company contract awarded to a joint venture formed by Hamon-Sobelen (London/Brussels) and a British company, Giltspur Engineering Consultants which is worth more than £4m.

The contract is for the design and construction of a water cooling system for a major fertiliser plant near Shiraz in central Iran. The managing contractor is Davy Power Gas.

The induced draught cooling tower will consist of 17 cells which will be designed and supplied by Hamon-Sobelen, and Giltspur Engineering Consultants will be responsible for all other aspects of the cooling system.

Degremont Laing will be supplying the components for the cooling system's water treatment plant. The contract is worth over £600,000 and will take a year to complete.

£1m. orders for double glazing

PILKINGTON BROTHERS has received two large orders for double glazing units totalling 22,000 square metres of glass and worth together £1m.

For the Eastern Square Development, London, the company is supplying 3,000 Astipur Insulight units. These will reduce solar heat gain by 52 per cent, and cut the noise level in the four multi-storey office blocks by more than 25dB.

The Bank of Credit and Commerce in Abu Dhabi will be fitted with 2000 SunCool units which have a thin layer of gold vacuum-deposited on the inner surface of the double glazing.

Newspaper printing works

A printing works and offices at Upper Mounts, Northampton for United Newspapers is to be built by Mitchell Construction (Tarmac Group). Value of the contract is £2½m. Designed by the Featherstone Austin Partnership, the building will be the new headquarters for the United Newspapers subsidiary, the Northampton Mercury Company (publishers of the Northampton Chronicle and Echo and the 256-year-old Mercury and Herald) and the Northampton Independent.

Structural consultants are Bingham Blades and Partners with J. Roger Preston and Partners, building services consultants, and Ernest Howard and Son, quantity surveyors.

The building will accommodate

Factory and housing jobs for Laing

A NEW factory, with ancillary buildings, is to be built for English Rose Kitchens by John Laing Construction.

Work starts today on the 11,2m. contract on a greenfield site at Wedgwood Lane, on the Wedgwood Estate in North Warwick. Total cost of the factory will be £3m.

English Rose expects to move into the new building at the end of next year. Laing is due to complete its part of the work next September.

When there is not a lot of new

Building a warehouse

COSTAIN Construction is to build a goods warehouse and export dispatch building for CAV at Rochester, Kent. The contract is worth £206,395.

Construction of the single storey warehouse will be of structural steel frame with cavity walls and brick cladding.

The contract includes construction of an external trucking way, and enclosed conveyor bridge to link with existing building. Renewal of yard areas, drainage and associated works.

Architects are Clifford Tee and Gale.

New venture by Hallam

TWO NEW housing systems are being launched today by the System Building Division of the Hallam Group of Nottingham.

Both are suitable for public and private sector housing.

The Hallam Pre-Finished Panel System has been designed with the emphasis on speed. Complete wall panels and roof structures are built in the factory. Wall panels are fully wired, plumbed and decorated ready for delivery to site.

Erection on site is straightforward. The panels merely being assembled on a prepared base and services connected.

The second system is Hallam Homebuilder Platform Frame Housing in which only one size of timber for the whole of the superstructure and load-bearing walls is used. Floor joists are designed to suit the required span.

A full range of metric house shells from bedstead flat to 4-7 person two-storey houses can be provided.

Houses and flats

LEWELLYN Construction is to start soon on a £1.9m. contract for 183 Quikbuild houses and flats and 38 traditional news flats at Sibley Road, Wellesborough, Northants, for the United Kingdom Housing Association.

This is the largest of three recent awards to the company. The other contracts are for 800 square metres of advance factory units and office accommodation at West Denbigh, Milton Keynes, for Milton Keynes Corporation (£107,000) and for construction

Big projects in Libya

TWO LARGE contracts, together worth about \$U.S.250m., have been awarded to Mudroglu of Nicosia, Cyprus, an associate company of Mudroglu (London), by the Libyan Arab Republic.

The biggest is worth \$U.S.220m. and is for a harbour project east of Tripoli. In 45 months, the company is expected to complete construction of a breakwater, quays and an inner harbour involving rock-blasting, concreting and dredging operations.

Main advantages over conventional tiles are claimed to be lightness and the need for less timber in roof structures, but as the Agreement Certificate points out because of this adequate methods must be used to fix a roof to the structure to prevent possible wind uplift under maximum expected adverse conditions.

First contracts involving the use of Barlo Decramastic tiles are already under way in the U.K. The company, is operating from Barlo House, Foundry Lane, Horsham, Sussex, RH12 9XX (Horsham 61653).

Three jobs for Wimpey

WIMPEY has won three contracts totalling £1.68m.

The largest is for Brunley Corporation for 93 dwellings on the Whitefield development, Gasforth Road, Burnley. The contract comprises 60 three-bedroom houses, 5 four-bedroom houses and 8 one-bedroom flats. Additionally there will be 12 one-bedroom bungalows. Work is expected to start on November 15 and is due for completion in February 1978.

The objective of the study is to formulate proposals for the best use of the Blue Nile waters for irrigation and hydro-power, to recommend the extent to which the dam should be raised and to identify priority irrigation projects.

To be known as the Blue Nile Study Consultants, the consortium comprises Sir Alexander Gibb and Partners, Coyne et Bellier, Sir M. MacDonald and Partners and Hunting Technical Services.

Control of design and construction

NORCAIN Projects, a member of the Matthew Hall Group, is to carry out project management, engineering design, procurement and construction supervision on two projects totalling £4.5m.

For Harlow Chemical Co. a £3m. plant is planned for the production of synthetic resin emulsion on a grass roots site at Stallinborough. The initial phase will create facilities for expansion to 30,000 tonnes of emulsion a year.

Blue Nile waters study

THE Sudanese Ministry of Irrigation and Hydro-Electric Energy has commissioned a consortium of British and French consultants to carry out a study of the development of land and water resources in the basin of the Blue Nile in central Sudan. The study is being financed by the World Bank and the Kuwait Fund.

The other project is for Amica—a £1.5m. pipeline feed terminal at Manchester, for storage and distribution of white oil products. The facilities, including storage tanks, loading bays and office and maintenance buildings, will also incorporate control and safety systems.

Mr. T. J. Boddington has been appointed consultant to Sir Frederick Snow and Partners on matters associated with public health engineering.

Plastic cladding panels

GLASSFIBRE - REINFORCED plastic cladding panels, designed and made originally for Huddersfield County Borough Council to replace existing panels which had proved unsatisfactory, have been added to the standard product range of Hippo Glass Fibre Products, Hordley Bridge, near Wakefield, Yorkshire, WF4 6PW (0824 271105).

Waterproof and corrosion resistant, these panels can be moulded to meet any size, shape or decorative design requirement. They can be moulded with integral flashings to deflect rainwater from vulnerable areas. They are extremely light in weight, easy to handle, and to fix.

Panel can be produced in any colour to provide a permanent decorative effect which requires neither initial nor subsequent painting and is virtually maintenance free.

Lighter load on the roof

INTERLOCKING roof tiles formed from galvanised steel are now being marketed in the U.K. by Barlo Roofing.

The tiles, which are the subject of an Agreement Board Certificate, are coated with a bitumen compound which is covered with mineral chippings in a choice of three colours. Each tile has a down-turned lower edge and an up-turned upper edge so that it can be interlocked.

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It can do airline people no harm to know a foreign language or two.

<p>«Falo português» Mr. Rolf Bori is a mechanic in Alorair Overhaul. He believes it can do no harm to know Portuguese.</p>	<p>«Ja mówię po polsku» Mr. Leon Kozlowski works in Evacuation Procedures and Equipment. He believes it can do no harm to know Polish.</p>	<p>«Я говорю по-русски» Mr. Ruedi Knusel is in Pilot Recruiting and Selection. He believes it can do no harm to know Russian.</p>	<p>«أنا أتحدث العربية» Mrs. Kanina Brunner works in Finance Accounting. She believes it can do no harm to know Arabic.</p>	<p>«Jeg taler norsk» Mr. Rudolf Boliger works in the Inflight Service Procedures department. He believes it can do no harm to know Norwegian.</p>	<p>«මම කතා කරමි සිංහල» Mr. Randolph Perera works in the IATA and Tariffs department. He believes it can do no harm to know Sinhalese.</p>	<p>«Μαθαίνω Ελληνικά» Miss Clara Homberger works in Cargo Handling. She believes it can do no harm to know Greek.</p>	<p>«Parti d'italien» Mr. Alfred Grütner works in our office in Bern. He believes it can do no harm to know Italian.</p>	<p>«Mr. Kunga Tethong» Mr. Francisco Payeras works in the Air Travel Office, Zurich Airport. He believes it can do no harm to know Catalan.</p>
<p>«Jag talar svenska» Mr. Peter Frey, in Passenger Sales Promotion, believes it can do no harm to know Swedish.</p>	<p>«मै मराठी बोलतो» Mr. D. P. Nagrath works in Reservations, EDP, Systems Planning. He believes it can do no harm to know Marathi.</p>	<p>«Հայերենը եմ ասում» Mr. Agnès Doyen works in Reservations at Geneva. She believes it can do no harm to know Armenian.</p>	<p>«ਮੈਂ ਹਿੰਦੀ ਬੋਲਦਾ ਹਾਂ» Mr. Gopal Menon works in Passenger Reservations Control. He believes it can do no harm to know Hindi.</p>	<p>«Ek praai afrikaans» Mr. Hansruedi Lorez works in Passenger Reservations Planning department. He believes it can do no harm to know Afrikaans.</p>	<p>«Saya Bicara Bahasa Indonesia» Mr. Peter Pattynama works in the Ticket Center. He believes it can do no harm to know Indonesian.</p>	<p>«Nagu kusema Swahili» Mr. Hans-Bert Feer is in Traffic Revenue Analysis. He believes it can do no harm to know Swahili.</p>	<p>«Reszelek magyarul» Miss Verena Hauser works in Reservations at Basel. She believes it can do no harm to know Hungarian.</p>	<p>«Türkçe biliyorum» Mr. Haggop Sarkissian Sales Promotion in Geneva, believes it can do no harm to know Turkish.</p>
<p>«私は日本語を話します» Miss Yasukawa Yoshiko works in Special Services for Passengers. She believes it can do no harm to know Japanese.</p>	<p>«Jeg snakker dansk» Mr. Erik Zenker does financial analysis in the Corporate Planning department. He believes it can do no harm to know Danish.</p>	<p>«Puhutan suomen» Mrs. Maria-Lisa Seidler works in Cargo Handling. She believes it can do no harm to know Finnish.</p>	<p>«Mluvím česky» Dr. Oscar Kulendik is in Property and Liability Insurance. He believes it can do no harm to know Czech.</p>	<p>«אני מדברת עברית» Mrs. Annette Guttman works in Passenger Service at Basel. She believes it can do no harm to know Hebrew.</p>	<p>«Ik spreek Nederlands» Mr. Alfred Meier works in the Airport and Facilities Planning department. He believes it can do no harm to know Dutch.</p>	<p>«Saya bicarakan Bahasa Malaysia» Mr. Eric Sze works in EDP Projects, Information System. He believes it can do no harm to know Chinese.</p>	<p>«Je govorim srpskohrvatski» Mr. Danaraj Cashmir works in the Ticket Center. He believes it can do no harm to know Malay.</p>	<p>«Mrs. Aloise Heger works in Account Control Branch Offices. She believes it can do no harm to know Serbo-Croatian.</p>
<p>«ਮੈਂ ਪੰਜਾਬੀ ਬੋਲਦਾ ਹਾਂ» Mr. Bel Sharma works in Flight Management Publications. He believes it can do no harm to know Punjabi.</p>								

Swissair in Switzerland alone (quite apart from the 84 Swissair destinations on four continents) speaks 43 languages. This without counting the four local languages (German, French, Italian, and Rhaeto-Romanic) or the air language, English.

We don't mean to say we maintain an office with 43 interpreters. But there are, among others, 238 people working for Swissair (30 of them shown here) who know a total of 43 languages. So if you fly by Swissair or via Switzerland, they'll know at the Swissair

desk whom you can talk to, if necessary, in your own language. We'd like to say this here to all those who understand neither German nor French nor Italian nor Rhaeto-Romanic nor English. Only how shall we go about saying so here?



Standard Oil Company (an Indiana corporation)

Notice of Redemption

8 1/2% Debentures Due 1978

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of December 2, 1974 between Standard Oil Company (an Indiana corporation) and The Chase Manhattan Bank, National Association, as Trustee, \$745,000 in aggregate principal amount of the above designated Debentures will be redeemed for cash on December 1, 1976 at the redemption price of 100% of the principal amount thereof, together with accrued interest to December 1, 1976.

The numbers of the Debentures to be redeemed are as follows:

3	2553	4770	6588	8562	10726	12525	15889	17858	20292	23262	25181	27047	29923	32850
5	2604	4785	6628	8671	10745	12570	15926	17895	20329	23299	25218	27084	29960	32887
7	2661	4842	6682	8728	10802	12627	15983	17952	20386	23356	25275	27141	29917	32944
9	2723	4904	6747	8790	10864	12689	16045	18014	20448	23418	25337	27203	29979	32986
11	2785	4966	6809	8852	10926	12751	16107	18076	20510	23480	25399	27255	30041	33030
13	2847	5028	6871	8914	10988	12813	16169	18138	20572	23542	25461	27317	30103	33072
15	2909	5090	6933	8976	11050	12875	16231	18200	20634	23604	25523	27379	30165	33114
17	2971	5152	6995	9038	11112	12937	16293	18262	20696	23666	25585	27441	30227	33156
19	3033	5214	7057	9100	11174	12999	16355	18324	20758	23728	25647	27503	30289	33198
21	3095	5276	7119	9162	11236	13061	16417	18386	20820	23790	25709	27565	30351	33240
23	3157	5338	7181	9224	11298	13123	16479	18448	20882	23852	25771	27627	30413	33282
25	3219	5400	7243	9286	11360	13185	16541	18510	20944	23914	25833	27689	30475	33324
27	3281	5462	7305	9348	11422	13247	16603	18572	21006	23976	25895	27751	30537	33366
29	3343	5524	7367	9410	11484	13309	16665	18634	21068	24038	25957	27813	30599	33408
31	3405	5586	7429	9472	11546	13371	16727	18696	21130	24100	26019	27875	30661	33450
33	3467	5648	7491	9534	11608	13433	16789	18758	21192	24162	26081	27937	30723	33492
35	3529	5710	7553	9596	11670	13495	16851	18820	21254	24224	26143	27999	30785	33534
37	3591	5772	7615	9658	11732	13557	16913	18882	21316	24286	26205	28061	30847	33576
39	3653	5834	7677	9720	11794	13619	16975	18944	21378	24348	26267	28123	30909	33618
41	3715	5896	7739	9782	11856	13681	17037	19006	21440	24410	26329	28185	30971	33660
43	3777	5958	7801	9844	11918	13743	17099	19068	21502	24472	26391	28247	31033	33702
45	3839	6020	7863	9906	11980	13805	17161	19130	21564	24534	26453	28309	31095	33744
47	3901	6082	7925	9968	12042	13867	17223	19192	21626	24596	26515	28371	31157	33786
49	3963	6144	7987	10030	12104	13929	17285	19254	21688	24658	26577	28433	31219	33828
51	4025	6206	8049	10092	12166	14001	17347	19316	21750	24720	26639	28495	31281	33870
53	4087	6268	8111	10154	12228	14063	17409	19378	21812	24782	26701	28557	31343	33912
55	4149	6330	8173	10216	12290	14125	17471	19440	21874	24844	26763	28619	31405	33954
57	4211	6392	8235	10278	12352	14187	17533	19502	21936	24906	26825	28681	31467	33996
59	4273	6454	8297	10340	12414	14249	17595	19564	22000	24968	26887	28743	31529	34038
61	4335	6516	8359	10402	12476	14311	17657	19626	22062	25030	26949	28805	31591	34080
63	4397	6578	8421	10464	12538	14373	17719	19688	22124	25092	27011	28867	31653	34122
65	4459	6640	8483	10526	12600	14435	17781	19750	22186	25154	27073	28929	31715	34164
67	4521	6702	8545	10588	12662	14497	17843	19812	22248	25216	27135	28991	31777	34206
69	4583	6764	8607	10650	12724	14559	17905	19874	22310	25278	27197	29053	31839	34248
71	4645	6826	8669	10712	12786	14621	17967	19936	22372	25340	27259	29115	31901	34290
73	4707	6888	8731	10774	12848	14683	18029	20000	22434	25402	27321	29177	31963	34332
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77	4831	7012	8855	10898	12972	14807	18153	20124	22558	25526	27445	29301	32087	34416
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83	5017	7198	9041	11084	13158	14993	18339	20310	22744	25712	27631	29487	32273	34542
85	5079	7260	9103	11146	13220	15055	18401	20372	22806	25774	27693	29549	32335	34584
87	5141	7322	9165	11208	13282	15117	18463	20434	22868	25836	27755	29611	32397	34626
89	5203	7384	9227	11270	13344	15179	18525	20496	22930	25898	27817	29673	32459	34668
91	5265	7446	9289	11332	13406	15241	18587	20558	23000	25960	27879	29735	32521	34710
93	5327	7508	9351	11394	13468	15303	18649	20620	23062	26022	27941	29797	32583	34752
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97	5451	7632	9475	11518	13592	15427	18773	20744	23186	26146	28065	29921	32707	34836
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119	6133	8314	10157	12200	14274	16109	19455	21426	23868	26828	28747	30603	33389	35298
121	6195	8376	10219	12262	14336	16171	19517	21488	23930	26890	28809	30665	33451	35340
123	6257	8438	10281	12324	14398	16233	19579	21550	23992	26952	28871	30727	33513	35382
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153	7187	9368	11211	13254	15328	17163	20509	22480	24922	27882	29797	31653	34443	36012
155	7249	9430	11273	13316	15390	17225	20571	22542	24984	27944	29859	31715	34505	36054
157	7311	9492	11335	13378	15452	17287	20633	22604	25046	28006	29921	31777	34567	36096
159	7373	9554	11397	13440	15514	17349	20695	22666	25108	28068	29983	31839	34629	36138
161	7435	9616	11459	13502	15576	17411	20757	22728	25170	28130	30045	31901	34691	36180
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167	7621	98020												

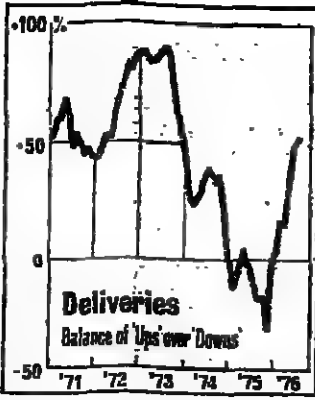
FT Monthly Survey of Business Opinion

GENERAL OUTLOOK

Confidence undermined

THE STERLING crisis and the recent monetary squeeze and increase in interest rates have clearly undermined business confidence. The latest Financial Times Business Opinion Survey, for which the last interviews were completed just over a week ago, shows a sharp drop in the absolute level of optimism about company prospects for the second successive month.

All three of the sectors surveyed this month—non-electrical engineering, chemical and oil companies, and shipping and transport connected industries—were less optimistic than when last questioned in June. This was not solely a shift from those



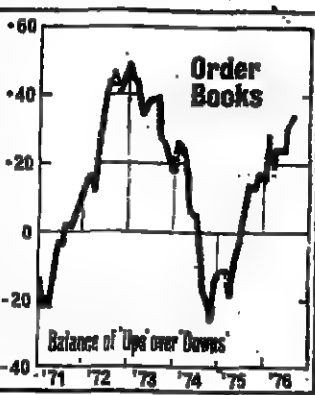
a distinct rise in the number saying they were less optimistic. Apart from references to high interest rates and the fall in sterling, several companies specifically cited the fact that the rate of economic growth has not been as rapid as previously anticipated.

The recent drop in the value of the pound, reinforces the continued rise in optimism about export prospects over the next 12 months. Almost all the engineering, and the chemical and oil companies envisage a rise in the period but the shipping and transport sector is less bullish in view of the worldwide shipping position.

ORDERS AND OUTPUT

Demand maintained

THE RISING trend of order flows has continued so that both the indicators for new orders and order books have shown further improvement. There are, however, sharp variations between the sectors covered this month with almost all the chemical and oil companies reporting an uptrend in the last four months, and while a similar proportion in shipping and transport saying there has been no change. While cuts in Government spending have been beginning to affect certain companies, others say they have



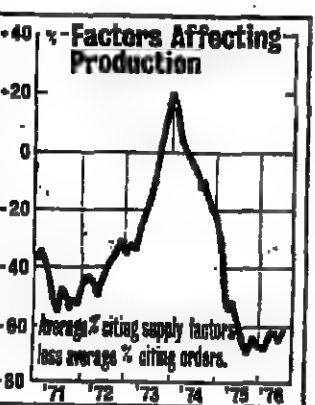
been gaining overseas orders from new areas.

But there are indications of a downgrading in expectations for the next 12 months as the index for the median expected rise in production for the period has slipped back from 4.4 per cent to 4.0 per cent. The chemical and oil, and shipping and transport connected sectors are less optimistic than when last surveyed in June. The index for the percentage balance expecting a rise in production volume over these envisaging a decline is unchanged, at a relatively low level.

CAPACITY AND STOCKS

Localised constraints

THERE HAS been a noticeable increase in the number of companies which are rather more inclined to report supply constraints than previously, though these problems are still highly localised. Shortages of skilled factory staff are reported by several companies covered this month with a clear impact on the four-month moving total. A scarcity of raw materials and of certain components is also mentioned by some companies. But, overall, there has only been a small reduction in the index showing the extent to which production is affected by



demand rather than by supply constraints.

There has been little change again in the indicator of capacity levels with about a third of the sample working at below target capacity. The limited nature of the recovery so far and caution about prospects is also suggested by a slight decline in the indicator about levels of stocks over the next 12 months. Moreover, there has been a rise for the second successive month in the indicator showing the extent to which companies say their stocks are too high in relation to current sales trends.

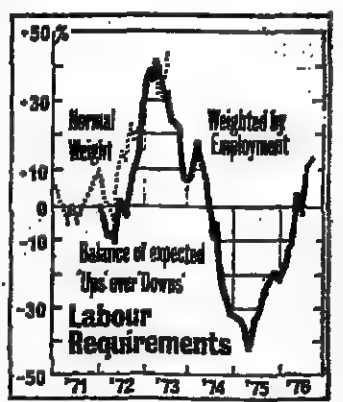
CAPACITY WORKING

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Above target capacity	17	16	18	12	1	32	—
Planned output	49	49	46	46	63	7	96
Below target capacity	32	30	32	38	36	61	4
No answer	2	5	4	4	—	—	—

INVESTMENT AND LABOUR

Spending upturn

THE PROSPECTS both for the demand for labour and for capital investment are continuing to improve, though only slightly compared with last month. Both the engineering, and the chemical and oil sectors were more optimistic about increasing their employment levels than they had been in June with the former sector referring in particular to the impact of hopes of increased export demand. But the percentage of companies expecting their labour force to rise during the next 12 months is still less than a third of the total and the net balance for an increase is small.



Engineering companies are more optimistic about capital

spending over the next 12 months than chemical groups. But no more than half the four month sample (weighted by capital expenditure), are expecting a rise in the volume of investment during the coming year, though this index has shown a further improvement.

There has been little change in views on liquidity, although all three sectors covered said they were more likely to need further outside finance for capital spending during the next 12 months than they were in June—medium term bank loans were particularly mentioned.

COSTS AND PROFIT MARGINS

Price worries remain

A SLIGHTLY more optimistic view is being taken this month on both costs and prices during the next 12 months though the change cannot really be seen as significant. The overall impression is still of a levelling out during recent months in expectations about the expected rise, rather than a decline which

expect both unit costs and prices to rise by between 10 and 14 per cent during the coming year.

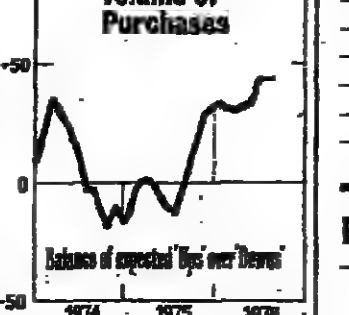
On profit margins, the indicator of the balance expecting improvement during the next 12 months as opposed to a contraction has remained constant for the second successive month. The more hopeful view taken by the chemical and oil, and the shipping and transport connected sectors has been offset by a more pessimistic response in engineering. All three sectors are more optimistic about increasing earnings on capital employed.

These surveys, which are carried out for the Financial Times by the Taylor Nelson Group, are based upon extensive interviews with top executives about their companies' situation and prospects.

Three industries and some 30 companies are covered in turn every month. They are drawn from a sample based upon the FT-Actuaries Index, which accounts for about 60 per cent of the total turnover of all

public industrial companies. The weighting is by market capitalisation, save where an alternative method of weighting is specified.

The all-industry figures are



four-monthly moving totals, covering some 120 companies in 11 industry groups (mechanical engineering is surveyed every second month). Complete tables can be purchased from Taylor Nelson and Associates Ltd.

GENERAL BUSINESS SITUATION

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Are you more or less optimistic about your company's prospects than you were four months ago?							
More optimistic	24	35	35	39	9	5	44
Neutral	54	55	58	53	75	9	56
Less optimistic	22	10	7	8	16	86	—

EXPORT PROSPECT (Weighted by exports)

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Over the 12 months exports will be:							
Higher	86	83	82	86	98	100	48
Same	8	11	12	14	2	—	52
Lower	6	6	6	—	—	—	—

NEW ORDERS

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
The trend of new orders in the last four months is:							
Up	56	53	46	42	56	93	4
Same	26	25	31	34	27	—	96
Down	6	10	15	16	4	5	—
No answer	12	12	8	8	3	2	—

PRODUCTION/SALES TURNOVER

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Those expecting production/sales turnover in the next 12 months to:							
Rise over 20%	1	3	5	5	4	—	—
Rise 15-19%	7	3	1	3	18	20	—
Rise 10-14%	13	11	11	11	16	21	4
Rise 5-9%	21	25	26	24	28	9	—
About the same	49	44	46	46	23	50	96
Fall 5-9%	3	3	3	3	—	—	—
No comments	6	11	8	8	1	—	—

STOCKS

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Raw materials and components over the next 12 months will:							
Increase	37	38	38	37	43	25	4
Stay about the same	44	42	45	48	41	34	86
Decrease	16	13	10	7	16	41	—
No comment	3	7	7	8	—	—	10
Manufactured goods over the next 12 months will:							
Increase	28	30	25	22	47	—	—
Stay about the same	49	44	45	48	20	95	—
Decrease	7	6	9	7	8	—	—
No comments	16	20	21	23	25	5	100

FACTORS CURRENTLY AFFECTING PRODUCTION

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Home orders	89	92	91	91	92	93	18
Export orders	48	50	42	42	85	63	53
Executive staff	2	2	4	2	—	5	—
Skilled factory staff	16	8	5	3	23	41	42
Manual Labour	3	3	3	3	8	20	—
Components	8	4	4	1	17	22	—
Raw materials	12	8	7	7	12	25	—
Production capacity (plant)	6	9	8	5	8	—	—
Finance	—	1	1	1	—	—	—
Others	6	7	5	4	—	20	—
Labour disputes	5	8	6	11	18	—	—
No answer/no factor	5	4	5	4	—	2	42

LABOUR REQUIREMENTS (Weighted by employment)

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Those expecting their labour force over the next 12 months to:							
Increase	32	28	21	24	49	36	—
Stay about the same	49	54	56	55	51	33	65
Decrease	19	18	23	21	—	31	35

CAPITAL INVESTMENT (Weighted by capital expenditure)

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Those expecting capital expenditure over the next 12 months to:							
Increase in volume	46	45	43	40	74	38	2
Increase in value but not in volume	25	11	9	18	15	27	77
Stay about the same	11	23	24	20	—	5	—
Decrease	17	18	22	28	11	30	21
No comment	1	3	2	2	—	—	—

COSTS

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Wages rise by:							
0-4%	22	22	22	24	16	7	4
5-9%	46	42	43	37	63	48	54
10-14%	12	16	17	20	33	25	42
15-19%	14	11	10	9	8	20	—
No answer	6	9	8	10	—	—	—
Unit costs rise by:							
0-4%	1	1	1	—	—	—	—
5-9%	15	8	16	22	25	46	42
10-14%	61	61	49	45	49	54	47
15-19%	9	14	19	20	6	—	1
20-24%	1	4	6	6	—	—	—
25-29%	—	—	—	—	3	—	—
Decrease	—	—	2	2	—	—	—
No answer	13	12	7	5	17	—	10

PROFIT MARGINS

	July-Oct. %	June-Sept. %	May-Aug. %	Apr.-July %	Eng's (non-elect.) %	Chemicals & Oils %	Shipping and Transport %
Those expecting profit margins over the next 12 months to:							
Improve	44	43	44	39	32	70	42
Remain the same	46	45	45	44	52	25	48
Contract	9	8	9	14	16	5	10
No comment	1	4	2	3	—	—	—

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By Order of the Board of Directors
Sir Robert Norman,
Chief General Manager.

Bank of New South Wales,
London.
October 29, 1976.

Argentine Republic

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The Executive's and Office World

EDITED BY JOHN ELLIOTT

EXECUTIVE HEALTH

BY DR. DAVID CARRICK

Loyalties of a company doctor

THE PRACTICE of medicine is a lonely pursuit. In the course of a clinician's life he has to listen to confessions; to attempt to give advice on problems not always of a strictly medical nature; to know of the severity of hopeless maladies unknown to the patients; and all these secrets must be locked in his heart.

Because of this grim responsibility, an inevitable barrier grows up between the physician and laymen. It has nothing to do with the Hippocratic Oath, but it does explain the so-called mystique of medicine which is acquired very early in a medical career and, contrary to the beliefs of some, it is no cosy cushion against adversity, but rather a burden that increases in weight as experience grows.

From this isolationism grows a fierce sense of individuality and independence, and it is no wonder that, in countries under the absolute domination of one man or an elite clique, a doctor is regarded with suspicion and his profession decried. Consider, for example, these few Russian psychiatrists who treat "deviations" as mentally ill and subject them to drugs, electro-shock therapy and other sophisticated methods designed to help the insane, not to "correct" the sane.

U.S. ethics

Even in North America, self-proclaimed bastion of liberty and individualism, medical ethics and practice are sometimes subjected to subordination by pecuniary or promotional prospects. Thus it is that, in a few instances, doctors, like winty ciphers, lend their professional status to big business for the purpose of removing difficult employees for "medical reasons" when no other excuse can be found.

So far, in our own much maligned country, whatever shortcomings we may have, neither type of medical abuse occurs. True there have been ominous straws blowing in the political cyclones that beset us, but our ancient medical tradition displays an ingrained refusal to improper political or pecuniary pressures, and it is hard to see in what way these



...overcrowded surgeries...

invaluable roots, embedded in many centuries of good earth, could be dislodged without bringing disaster to the psychiatric plunderers.

Perhaps the doctor most vulnerable to pressures at variance with his probity and to the consecration of his calling is the company physician who, unless possessed of the agility of a cat, may find himself in conflict with management for seeming to be too sympathetic with employees, or by the latter for seeming to be the mere creature of the establishment. But, so long as he is blessed with another fellow virtue, namely the ability to withstand the bitter loneliness of isolated independence, he can resist the temptation to capitulate to the charms of management or false popularity. Unlike the cat, however, never must he entertain delusions of infallibility.

Impartiality must be his watchword as, indeed, it should be with all doctors; and, by his constancy and adherence to the code of secrecy with regard to each patient, he can resist the absolute trust all put in him. Such trust permits employees who are troubled by matters concerning work or, indeed, worries of more domestic nature, to reveal them without a schizoid or fear.

what it implies. To the physician, the highest executive and the most junior typist are patients without rank. Perhaps the same philosophy should be adopted in other spheres because, in any efficient organisation, each employee should be essential, for this is the very basis of successful business.

The company physician has many duties peculiar to the microcosm in which he functions. These include the usual duties of a medical officer with respect to accepted public health regulations, including such matters as lighting, heating, noise, overcrowding, cleanliness, safety, etc. But the physician employed in this capacity must have a profound understanding of the many facets that make up the kaleidoscope of a large and complex organisation. Knowing humanity is not sufficient. Further, in these days of overcrowded surgeries and a reeling Health Service, the resident physician is increasingly concerned with the physical and mental health of employees. Since disease is no respecter of persons or time, it does not conveniently and thoughtfully strike only when individuals are spending the relatively short period of a working day at home; nor is it aware of surgery hours.

Never before in history have so many people indulged in commuting, often over very great distances from home to work, and it is becoming increasingly desirable that they should have the benefit of medical help in each of their worlds.

Only large and enlightened organisations have medical departments and, in these days of economic hardship, the question can be asked: "Can we afford a department that makes no profit?" At first sight the

question is not unreasonable: more careful scrutiny reveals that the questioner is lacking in a grasp of elementary economics. To the obtuse, the answer to the question is a quick and firm negative and, to such a person, one might expect a similarly myopic view of other matters. He should object to life insurance, property insurance and even the fire-brigade because none makes a profit for him.

A profit

The wise, however, will realise that the medical department does in fact make a profit—a negative one, which may well far exceed the positive profits of tangible endeavours. No man and no computer can measure such values because of their intangibility. For example, if a valuable employee is able to remain at work instead of being off sick for days or weeks, how much is gained or how much is not lost? Again, if an individual's stress symptoms are impairing his output and contaminating his colleagues, what value can be put on his restoration to health? And, as an extreme example, one must ask the very value of a man's life to him, to his family and to his firm. Certainly none of these few examples can be measured in monetary terms and, therefore, are beyond the abilities of a mechanical mind, whether it be encased in metal or flesh. Perhaps he should read and try to understand the wisdom of Ecclesiastes:

"Health and good estate of body are above all gold, and a strong body above infinite wealth."

But only real men can appreciate such sentiments.

Guide to producing house journals

A GUIDE explaining how an internal company house journal or newspaper is put together has been published by the Industrial Society. It is aimed primarily at people who are starting to edit a house journal or who, although already involved in employee publications, have limited experience of

handling written copy, pictures and layout of pages.

In a forward Mr. John Garnett, director of the Society, says: "The involvement of people in the enterprise, informing them of what is going on and why, the explanation of organisation policy and progress are vital aspects of communica-

tion." In written and pictorial form, the book describes how pages are prepared and explains technical terms involved in layout and printing.

The *House Journal Handbook*, by Peter C. Jackson, Industrial Society, 48 Bryanston Square, London W1H 8AH. Price £10.

A former secretary has risen to become managing director of a Hill Samuel unit trust company

Woman in a male preserve

BY CHRISTOPHER HILL

TO RISE from secretary to managing director would be a success story in any career terms, but Audrey Head—the new managing director of Hill Samuel Unit Trust Managers—is even more unusual in that she has risen to the top of an essentially male preserve in the City. True, her progress has not been exactly meteoric, for the process of getting to the top of this £100m. division of the Hill Samuel group started in 1957 and it was not until 1969 that she became the first woman manager in the group. But in 1973 she became a director and now at 52, she has overall responsibility for expanding Hill Samuel's unit fund interests in what is, to say the least, a difficult climate.

Systems were manual in those days and much of her time was spent corresponding with unitholders. She reckons this was useful because it gave her an insight into the problems

on the insurance and shipping side of the group based at Croydon and has gradually spread her activities into the marketing area. Here she acknowledges a debt to one of her predecessors, Charles Wodehouse (now with Trident Life) who joined the company with a marketing background and introduced a more aggressive quality into Hill Samuel's previously somewhat restrained promotional activities.

From now on she intends to continue to work closely with Hill Samuel Life in the unit-linked business and is trying to devise a simplified form of advertisement to "get in the younger people." She shares the view of most unit trust managers that the main thrust of marketing units is now through professional advisers and that the purpose of newspaper advertising is to keep the name in the public eye rather than to pay for itself in sales terms.

Her transition from an important backroom position in a unit trust group to being in the public eye she feels has been rather abrupt and she admits that she does not like public speaking. But she accepts the fact that she will be spokeswoman for the group.

This philosophical and determined attitude has characterised her rise through the ranks and her belief is that the reason why most women do not succeed in business is because they do not really want a full career. She is single, but believes she would have succeeded just as well if she had been married, although clearly a family would have made a difference.

Fundamentally Audrey Head started out with ambition and her recipe for success for either sex is to "do your job properly and look for more work." If the latter is not available her advice is to leave. She also believes that it is important to be in the right area at the start and admits that if she had opted for the investment management side of unit trusts she would not be managing director of the company to-day.



Audrey Head

of investors. Moreover, in those pre-computer days it was not only a matter of letter writing. Once a barrow boy stopped outside the bank and called personally with handfuls of cash to put into the trust.

Now, with eight trusts to manage as well as ancillary funds like an agricultural fund, the computer has become the mainstay of administration and has enabled more sophisticated unit-linked savings schemes to be introduced along with automatic reinvestment of income. This meant that over the years her range of responsibilities increased. For example, she runs the unit "book." This sounds mystical to the layman but essentially amounts to the management company acting as a jobber in its own units, taking repurchased units onto its own account and reselling them to new unitholders. This is a highly responsible job because it is possible to make losses as well as gains.

Audrey Head also had a spell

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MONDAY, NOVEMBER 1, 1976

Dealing with intangibles

THIS WEEK the Government will have two important aids to help it take the economic decisions for which it has been waiting so long. The National Income Forecast is at last emerging from the Treasury computer and the IMF team is arriving for serious discussions. The two events are closely linked. For the prospect which the British side will present to its creditors will be based to a large extent on the official forecasts; and the IMF itself is keen to see them if only because of the great reliance placed on them by Whitehall.

One thing is already clear even to adherents of the traditional forecasting approach. This is that it is quite impossible to present the outlook for 1977 in terms of a single set of numbers even with a margin of error. Normally, forecasters assume unchanged policies. But what can "unchanged policies" mean to-day? Does one assume that M.L.R. stays at 15 per cent, or goes even higher? Or, is it to be brought down to a more normal level; and if so how quickly, and how far?

Competitiveness

It is also customary to assume that the exchange rate moves sufficiently to maintain international competitiveness. But what happens if the exchange rate is already 10 per cent lower than required by the movement of comparative cost and prices? Is sterling expected to stabilise, to recover or to continue to fall but at a slower rate?

The one thing that is clear is that the 4-4½ per cent growth prediction of last July now retreats into the sphere of extreme improbability. It is already too late to have it in 1976; and Whitehall officials have warned us not to read too much into one month's slight improvement in the unemployment figures in October. This makes one suspect that the Treasury does not expect much increase in the demand for labour in the months ahead. A realistic rate of expectations for growth from now till the end of 1977 would be no more than 3 per cent.

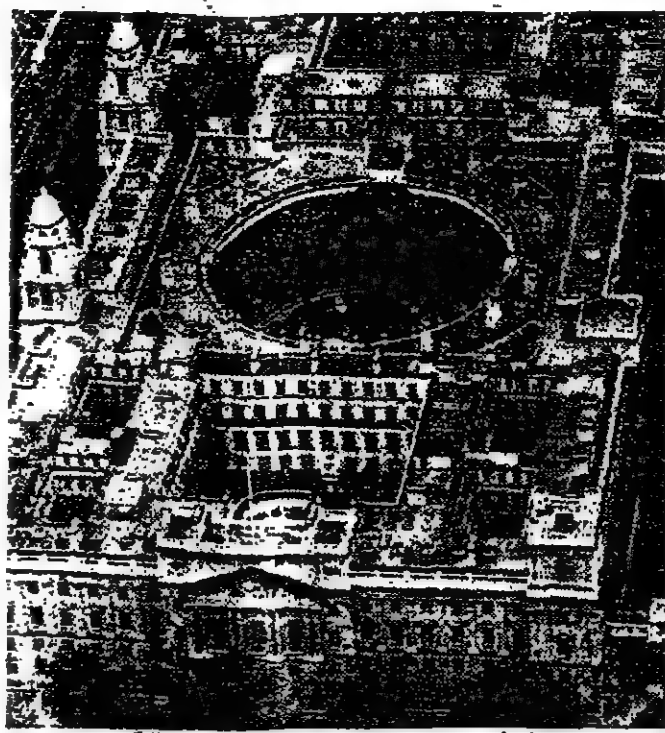
The National Income Forecast was preceded in the normal way by the report on World Economic Prospects. This is a

Minimum

The figures which emerge from the conversation of numerous individuals in the political and financial worlds are just as important as the arithmetic analysis. The view is now firmly entrenched that a cut in public sector borrowing of £2bn. is the minimum necessary. An attempt to get away with £1bn. would be a gamble; and anything else could put sterling in trouble for a further period. Thus the range of options is fairly narrow. In deciding on whether to cut spending or raise the already high burden of taxation, we could do with a little imagination in dealing with intangibles—such as the reaction of workers to tax increases—which the Treasury's formal world cannot hope to show.

Public spending: smaller figures make better sense

BY ANTHONY HARRIS



The Treasury.

THE announcement last week that the Treasury has re-defined some of the figures in the public expenditure budget to produce a smaller total has caused more suspicion than rejoicing. After all, the Chancellor of the Exchequer himself recently told Parliament that the time had come to re-define some of the figures in a way more similar to the accounting conventions in other countries.

It is certainly true that the desire to produce less alarming numbers has helped to speed the work along. In other words, it looks rather like window-dressing. Admittedly, it could have been carried further. The change in the treatment of public sector investment and interest payments has reduced the total from a (highly misleading) 59 per cent of GNP to 52 per cent; but if European conventions had been applied to national insurance payments as well, with only the Central Government subvention counted, the total would have fallen to 45 per cent. Restrained window dressing perhaps.

The Treasury, however, makes quite a different claim for its new presentation: it is the more or less accidental result of an exercise intended to produce figures which make better sense in a number of ways: they not only come nearer to international standards, they eliminate a certain amount of double counting (for in fact treble) counting, and above all, they result in figures which offer a much better measure of what is being demanded of the taxpayer, or added to the borrowing requirement. To use a management phrase, the reform is aimed at better financial control information.

The first point to grasp is that there is nothing inherently unlikely about this claim. Public expenditure, carefully analysed, proves even harder to define and measure than figures such as the level of unemployment or the size of the money stock. Occasionally this problem comes to the surface. For example, when the Conservative Government abolished investment grants and restored investment tax allowances, a large saving of public expenditure was claimed, and in one sense the claim was true: the total figure for expenditure was reduced by the amount of the grants. However, the restored tax allowances led to a more or less equal loss of revenue, so that the Government's finances did not benefit at all—as the Treasury itself took pains to point out in the White Papers on public spending. The effect was mainly (though not entirely) one of presentation.

Since the late Mr. Iain Macleod actually appears to have believed that the change would reduce public spending in some meaningful way, the whole episode illustrated the dangers of looking at the totals for public spending in isolation; we have

subsequently become much more sophisticated. The same administration later produced the proposal for a tax credit scheme which might, on some readings, have appeared as an enormous increase in public spending, but public discussion was concentrated on the net cost and the net effects.

Nationalisation raises some similar problems. For example, the present public spending figures include Government purchases of company shares for cash, for the excellent reason that it adds to the borrowing requirement; but it does not include the cost of nationalisation when shares are directly exchanged for new public sector stock—the equivalent of a private takeover by share exchange—because no additional borrowing is involved. This distinction is practical, but a bit arbitrary. If one is concerned with the use of resources, then neither form of nationalisation involves any spending, in the sense that resources are used when the civil service expands or a new airport is built. If one is concerned with financial markets, it does not matter very much whether the total, 5½ per cent, is spread through an issue in exchange for shares, or the issue of a tap stock; in either case, a bigger supply will drive prices down and interest rates up. There is in fact no perfect, all-purpose answer.

Some other problems concerned with nationalisation are in fact at the core of the changes which the Treasury has now proposed along with some equally tricky points about housing. The basic problem is this: when an industry is nationalised, both its capital spending and its payments to shareholders are suddenly counted in the total of public spending. This corresponds to no "real" change in the economy; the building of a steel

works has the same productive significance whether it is private or public, and payment of interest to shareholders has much the same economic significance as the payment of dividends. The arguments about nationalisation are arguments about efficiency and control, not about the level of public spending: the figures are not only misleading, but irrelevant.

Where investment is concerned, the Treasury has decided that so far as public corporations are self-financing, their investment and interest payments should be left out of the public spending figures; but when they need central government loans to finance their investment, or subsidies to help them pay their interest costs, then these burdens on central government borrowing and revenue will be counted. In other words, market-related investment is left out so long as it can be financed from the market; but where nationalised industries are unable to earn enough money to finance these outlays—either because their operations are inherently loss-making, or because of price restraint, the public purse is charged.

That obviously makes good rough sense, and certainly improves financial information, for it will concentrate attention on the industries and corporations which are in fact a burden on the taxpayer; but it is worth pointing out that the new answer, though certainly an improvement on the old one, still poses problems. After all, the real test of investment decisions is not the present financial state of the body responsible for the investment, but whether the investment will be profitable in the future. Concorde would be a bad investment, even if British Airways were earning enough

PUBLIC EXPENDITURE, 1975/6 (by economic category)

	Old £bn.	New £bn.
Current expenditure on goods and services—		
central government	13.9	13.9
local authorities	9.9	9.9
Subsidies—		
central government	3.2	3.2
local authorities	0.3	0.3
Debt interest—		
not covered by receipts and charges	—	1.0
Current grants to personal sector—		
central government	10.5	10.5
local authorities	0.6	0.6
Gross domestic fixed capital formation—		
central government	1.5	1.5
local authorities	4.1	4.1
nationalised industries	3.1	—
other public corporations	0.9	—
Central government lending to—		
nationalised industries	—	0.6
other public corporations	—	0.9
Other	1.5	3.5
TOTAL	56.3	50.0

* Local authority spending will be analysed to distinguish between that part which is direct government control and that which is local control. Financial Statement 1976/77, estimated out-turn. At current prices.

DEBT INTEREST PAYMENTS IN 1975/6

	Old £bn.	New £bn.
Interest payments—new bank		
interest payments financed by		
from the private and overseas sectors	578	578
from the nationalised industries	934	934
Total	1,512	1,512
Provision for trading surpluses, rents, etc.		
by Central Government	4	4
by local authorities	1,272	1,272
housing accounts	65	65
other trading activities	432	432
Total	1,773	1,773
Total of above—interest payments by public sector, excluding nationalised industries, to the private and overseas sectors	4,321	4,321
Nationalised industries' interest payments to the private and overseas sectors	226	226
Total public sector debt interest payments, consolidated—old basis	4,547	4,547
Other than nationalised industries		

money to buy the aeroplane with its own funds. A North Sea pig pipeline is likely to be highly profitable, even if the British payment, shown, from nearly £2bn. to £1bn. in 1975-76. Yet go to the Government for the figure in some senses, under the new public sector—states the burden.

Where the public corporations are concerned, the new presentation makes the best sense: so far as growing interest charges can be recovered from the market, there is no addition to public spending. On the other hand, higher interest charges probably mean higher prices, and the old presentation did help to underline the fact that interest payments are a burden on the public, (as well, of course, as a source of income to investors); whether they are paid through Government or a subsidy or higher prices.

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FINANCIAL TIMES SURVEY

Monday November 1 1976

A new
centre
for the
Gulf

By Robert Graham

Bahrain Banking
and Finance

Partly because of the fighting in Beirut and partly as a result of deliberate policy, Bahrain is on the way to becoming a regional and service centre for the Middle East. The decision to set up as an offshore banking centre was taken after much consideration, and this project is now being carefully carried through.

there are sufficiently diverse motives among the banks who have paid the \$25,000 for an offshore licence to give the scheme a try. But several bankers do not hide that for them it is an experiment which could be terminated very speedily if this turned out unfavourably. Some banks are already concerned at what are very high overheads.

Any attempt to bring in taxes will irritate most away, and according to the bankers tax exemption is a sine qua non of their presence. So too is freedom from Government red tape and bureaucratic restrictions. This is why proposed legislation on labour laws and social insurance have caused such a stir. This legislation is aimed mainly at tidying up abuses in the construction industry—and to present a more progressive Government image on the labour front. But some see this as a forerunner of Government interference. Perhaps the Government should take the point that the bankers, as a whole, though not all, are still nervous and have not finally decided whether Bahrain is the right place to be.

Sanguine

Concern like this can be settled, and a more sanguine view is that, literally starting from scratch, a very real degree of confidence has been built up between the bankers and the Government. This for one motive alone, others for a combination of reasons. The main motives are as follows: of the Bahrain Monetary Agency, Mr. Alan Moore, whose branch had the whole offshore scheme has been. In this respect the Government sooner or later is almost certain to wish to have a Bahraini in charge, and then it must ensure that the basis of confidence remains.

Those banks which came to operate from, and finally to pick up regional dollar deposits from the oil producers. In the absence of major local development expenditure, the bulk of the region's dollar surplus still by-pass Bahrain. Limited. Thus the onus is on the offshore banking operation to spearhead Bahrain's development into a substantial financial centre. The success of offshore banking will be conditioned by a number of factors. Principally the bankers must feel that it is worth their while cautious Saudis begin to show their hand. The Saudis will

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The Ruler of Bahrain, Sheikh Isa bin Sulman al-Khalifa.



Ebrahim Abdul-Karim, Bahrain's Finance Minister.

(Aluminium Bahrain) and the OPEC dry dock now being built will be the only elements of heavy industry on the island. Unlike its neighbours Bahrain cannot be extravagant. It does have oil but in very limited and declining quantities. Oil income is currently running at around \$370m, equivalent to almost 85 per cent of total revenues. This income has to be spread thinly to cover the development needs of the island's 265,000 population. To balance out the budget and overcome balance of payments problems, Bahrain is dependent upon assistance from Saudi Arabia, Kuwait and Abu Dhabi. This assistance is frequently difficult to quantify since it comes in the form of extra budgetary projects funded directly, or in discreet unmentioned grants, or as in the case of Saudi Arabia, in a generous oil income sharing arrangement that gives Bahrain 50 per cent of the take of a small offshore field. Without this assistance it is safe to conclude that Bahrain could not develop at the pace it does.

Spin-off

Of course being located in the very middle of the richest oil producing area in the world does provide Bahrain with a direct spin-off and will continue to do so. This is because

Bahrain can add to its location the assets of a well-educated workforce, good communications, a competent administration and, perhaps equally important, a tradition of hospitality toward foreigners. It is this package of assets that Bahrain is now trying to exploit as it sets out to offer itself as a regional centre—and by the same token to come to terms with the potentially serious problem of providing jobs for a population increasing at 3 per cent a year.

Even before Beirut closed down, there was an increasing movement of businessmen and businesses to locate themselves in the Gulf. But this trend has been accelerated by the events in the Lebanon. More than any other place in the Gulf, Bahrain has picked up the "refugees" from Beirut.

This said, it should be stressed that the concept of offshore banking in Bahrain was not produced on the back of the Lebanese crisis. The idea was to get the big international banks—the primary takers of funds—from the region—to

was determined that offshore banking should not be—or become—a mere brass plate operation. So far, under very strict scrutiny, 33 licences have been issued, all to leading international banks. By the end of the year 26 of these banks are expected to have taken up their licences and started operations. Already the volume of business is running at \$5bn. Moreover, during the space of six months a lively inter-bank market has developed and there is the first coherent attempt to evolve a money market dealing in the

CONTINUED ON NEXT PAGE

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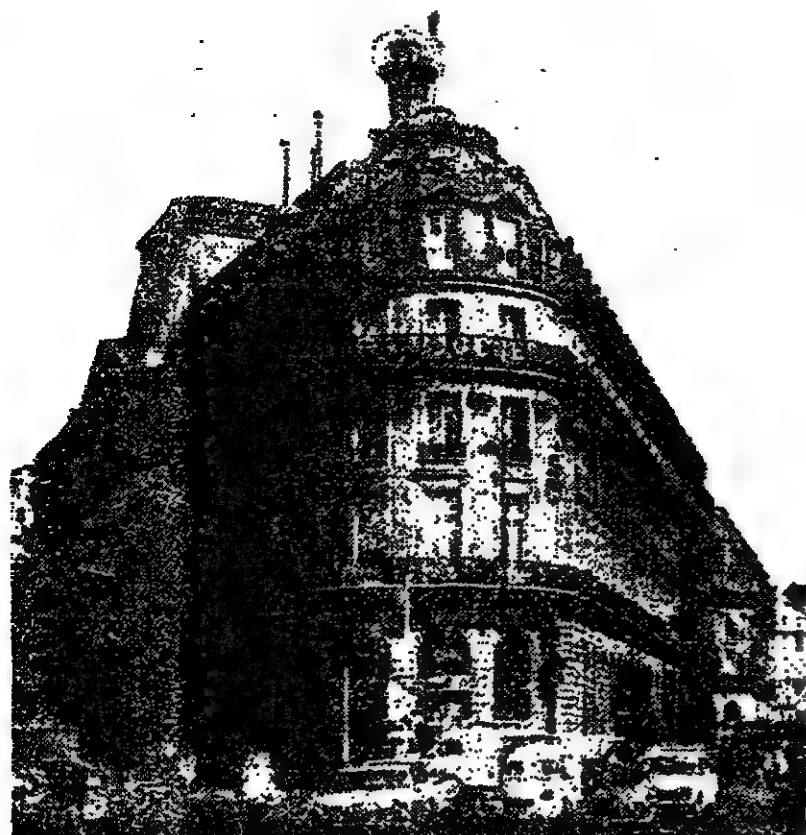
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Keeping on the right lines



Alan Moore, Director of the Bahrain Monetary Agency.

MUCH OF the credit for putting Bahrain on the financial map must go to the Bahrain Monetary Agency (BMA). Until it was established by Amiri decree on December 5, 1973, the banking community had been left pretty much to its own devices.

Its predecessor, the Bahrain Currency Board had been established in 1964, but it had been principally involved in introducing and administering the Bahrain dinar, the successor to the Gulf Rupee, an "external" Indian rupee which had previously circulated in the Gulf area. It had had no real power over the local banking community.

The BMA began to operate properly at the start of 1975 when the commercial banks moved their clearing settlement accounts over from the National Bank of Bahrain, though one left over from the past is the BMA's safe, which is still located in the offices of the Chartered Bank, and it is there that the agency issues and redeems its notes.

However, to all intents and purposes the BMA now acts as a fully fledged central bank. Its objectives and responsibilities are spelt out in great detail in the official decree 23, which runs to 40 pages and 112 articles and covers everything from the steps to be taken to cancel a bank licence to the frequency of Board meetings. Basically the BMA's powers are as follows: it has exclusive responsibility for the note issue; it acts as the government's banker (in concert with the Chartered Bank); it manages Bahrain's official investment portfolio and, finally, it regulates the banking system.

The Bahrain Government is closely supervising the agency during its formative years, the BMA reports directly to the Cabinet. During the initial five-year transitional period the Prime Minister acts as chairman of the Board and the Minister of Finance is the deputy chairman. The third member of the Board is also from the Ministry of Finance, and the other three are local merchants. Only Bahraini Nationals are allowed to be Board members. After the five-year transitional period the chairman and deputy chairman will become full-time executives of the BMA and will not be allowed to hold other jobs.

One of the first jobs the BMA undertook was to assume responsibility for the issue and redemption of bank notes which had until then been effected somewhat awkwardly against the transfer of sterling in London. The commercial banks maintain their cash and clearing accounts with the agency. In 1975 BD8.6bn. of currency was issued and BD1.5bn. was withdrawn, resulting in the currency in circulation increasing to BD28.4bn. External cover

for the currency is looked after by the BMA.

The agency also took over responsibility for the banks' clearing functions just under two years ago. Local banks and foreign central banks now maintain BD accounts with the BMA for the settlement of their transactions with each other and the agency. Direct transfers, especially in foreign exchange and interbank business, account for a large volume of the settlements. By the end of 1975 direct transfers were running at BD78m. per month and the clearing house volume was BD34m. per month.

Unregulated

Until the BMA came along the local foreign exchange market had been an unregulated affair. Generally, in the Gulf States the bulk of the foreign exchange earnings are Government oil revenues, while the private sector has to pay for the imports and as a result there is often a shortage of foreign exchange to pay for them. The BMA undertakes to regulate the value of the Bahraini dinar in the foreign exchange market. The Government converts sufficient of its oil revenues with the BMA to satisfy local needs, and the BMA publishes daily rates at which it will buy and sell dollars, sterling, D-marks, Kuwaiti dinars and U.A.E. dirhams. As a result, the earlier violent fluctuations in the dollar rate have disappeared and the Bahraini dinar has emerged as one of the stronger currencies in the world.

Once it had sorted out its responsibilities with the note issue and the foreign exchange markets, the BMA turned its attention to the problem of interest rates, which had often tended to move erratically and be influenced heavily by international rate movements. Notwithstanding the region's rising prosperity much of the oil wealth is in Government hands and invested outside the Gulf, resulting in a shortage of local funds and a consequent rise in interest rates. The BMA now

sets maximum rates for BD deposits which currently range from 6 per cent for one month deposits to 7½ per cent for 12 month deposits. In addition, the agency introduced dollar swap facilities. Any bank which cannot raise sufficient dinar deposits locally can buy a dollar deposit at the prevailing international interest rate and sell the dollars to the BMA at the price of the day. The BMA will then sell them back to the bank for the maturity date of the deposit. The difference between the two rates at which the BMA deals compensates the local bank for having to raise money more expensively than local interest rates permit. In 1975 the BMA supplied \$460m. to the market in this way.

Another problem facing any country with an embryonic financial market, like Bahrain, is the shortage of liquid investment opportunities. A bank can lend money on property, for example, but cannot be certain that it will be able to liquidate its loan, say, in three months time. In a sophisticated financial system, such as the City of London, banks have plenty of alternative short-term investment minimum company. He was to choose from, such as treasury bills, trade bills and certificates of deposit. They satisfy the banks' needs for liquidity as well as giving a decent rate of return. Because there are no such instruments in the Gulf, most of the banks have tended to invest their money overseas.

Together they control a staff of under 40, from the BMA's temporary headquarters in a pleasant villa tucked away in the suburb of Manama. A from the administrative and accounts sides, the BMA's operation is split into four departments. First, there is the foreign exchange and investment department, which, as its name implies, has responsibility for the financing of the country. There are two dealers in the number is expected to be Second, there is the note issue department, much of which is currently carried out by the Chartered Bank. Next, there is the BMA's ready to re-discount the lag department, which is lending if necessary. The BMA is also responsible for clearing the banks' start issuing negotiable certificates of deposit (CDs) bank returns, which one has denominated in the local currency. Such a scheme is already under way in the U.A.E., economic research department, but so far the idea has not where the three economists caught on in Bahrain. Apart from statistics and publishing from the absence of a proper quarterly bank bulletin, secondary market, which is most important if the CDs are

to fulfil their function of providing their holders with immediate liquidity, there is also the technical problem of security printers. However, BMA has indicated its willingness to support a second market and is optimistic that is only a matter of time before a CD market gets under way.

Just over a year ago the BMA ruffled a few feathers among the local banking community introducing reserve requirements for the first time. It does not apply to the offshore banking units—only local banks must lodge 5 per cent of their BD deposits and 10 per cent of their foreign deposits interest free, at the BMA. At the time, critics pointed out that this was simply a rush to provide the BMA with funds to finance its operations. Undoubtedly there is a grain of truth in this, but there are developed banking systems the world to-day that do not have reserve ratios. From a precautionary standpoint, it is sure that each bank in Bahrain is keeping a similar proportion of its deposit liabilities as a liquid reserve and, in addition, it provides the BMA with a useful tool with which to control the rate of credit expansion.

Credit

In less than two years, BMA has achieved a considerable amount. Its role in the establishment of the offshore banking enclave is dealt with greater depth elsewhere in this survey. Much of the credit for these achievements must go to the BMA's hardworking staff. In general, Alan Moore, its director, is a man of action. He arrived in Bahrain in the early 1950s and was out to Bahrain by Williams Glyn's in the late 1960s to negotiate the financing arrangements for Alba, the local minimum company. He was to choose from, such as treasury bills, trade bills and certificates of deposit. They satisfy the banks' needs for liquidity as well as giving a decent rate of return. Because there are no such instruments in the Gulf, most of the banks have tended to invest their money overseas.

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William H

Centre

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have to be convinced that the funds will be used regionally and not just go straight back to London or New York.

Another question mark affecting operations is Saudi policy towards their own rial. Will it insist that contracts be quoted in rials? Or are the Saudis really interested in having an internationally used currency?

Then, too, there is the much-talked-of question of a common Gulf currency. Though progress has been made, nothing more can be done without decisions being taken at the political level. But few believe that the governments of Kuwait, the U.A.E., Qatar and Bahrain are ready to accept the political consequences of a common currency, though in Bahrain's case it would help to stimulate its banking interests.

With the offshore banking scheme in its infancy and Bahrainis still enjoying the international prestige which has been brought to the island, there have been few questions asked as to what the tangible benefits might be. The Government has done little to explain—and for that matter nor have the banks—what offshore banking means and what it will bring to the island's economy. The banks reckon that it costs them up to \$1m. to set up operations in Bahrain. On top of this are considerable sums ploughed into the economy via payments for communications, staff and rent. This is the direct benefit. Longer term there are clear benefits from developing skills in banking, plus the related expertise of insurance, foreign business

accounting, etc. Already the bankers have brought in the wake the first money brokers, a sign of the kind of snowball effect that the offshore scheme's promoters hope to see gain momentum.

On the other hand it would not be difficult for someone to start putting the word about that offshore banking was just another example of multinational corporations greedy for profits taking advantage of tax-free opportunities in a poor developing country—and contrary to its interests. Moreover, there are already mutterings that all the advent of the bankers has done for Bahrain is to boost the price of land and rents, so filling the pockets of the speculators.

Success

The ultimate success of the Government's aim to turn Bahrain into a regional finance and banking centre depends upon whether the bulk of Bahrainis can reap or be seen to be reaping the benefits. In the past year the tendency has been for the rich to get richer, retaining the benefits for themselves. Implicit recognition of this state of affairs comes in the government's new emphasis on housing and the proposed legislation for improved labour conditions and terms and proper social insurance. In the future the Government is going to have to steer a careful path between satisfying the aspirations of its citizens and at the same time not frightening off related expertise of insurance, foreign business.

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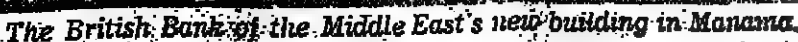
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Ambition fulfilled

IF ONE were to run through a checklist of the most important attributes of a successful financial centre, Bahrain would score pretty high marks.

There is no exchange control, no withholding taxes, no corporate or personal taxation and no reserve ratios on offshore business. It has a first-class communications system, is politically stable, and English is widely spoken. The local banking system does not suffer from bureaucratic interference. Admittedly, it does not have a watertight bank secrecy law like Switzerland, or comprehensive trust legislation like some other offshore centres, but then it has never wished to be tagged as a tax-haven. There are signs of a slight increase in official "red-tape," for example the new social security legislation, but it is still far easier to get work permits for expatriates in Bahrain than it is in places such as the Bahamas.

Advantages

Despite the fact that Bahrain has had these advantages for many years no one would have considered it an offshore financial centre 18 months ago. The Bank of England lists ten offshore centres in its quarterly statistics on the Euro-markets. In rough order of importance these are the Bahamas, the Cayman Islands, Singapore, Hong Kong, the Lebanon, Panama, Liberia, the Netherlands Antilles, and the New Hebrides. There is no mention of Bahrain, but how much longer this will continue to be the case remains to be seen. Bahrain's offshore business already dwarfs that of places such as the New Hebrides, and if its current growth rate continues it will probably overtake Singapore sometime next year. It will take time to catch up with the Bahamas and the Cayman Islands (in terms of asset size), but then their offshore business is almost as large as that of London. No up-and-coming financial centre could hope to match that overnight and anyway Bahrain has no ambitions to be a "grass-plate" centre.

The BMA first made public its plans to license "offshore banking units" in October, 1975. With 16 local banks and a population of only 1m., Bahrain already had more banks than was necessary. So the authorities decided to allow banks into Bahrain on the understanding that their business must be with non-residents of Bahrain. Though the local market was overbanked, the BMA felt that an offshore centre, servicing the Gulf, was long overdue. Beirut had acted as a quasi-Arab finan-

cial centre in the past, but it had never been a major dealing centre. Kuwait had already carved out a niche for itself as a long-term capital market, but the BMA noted that there was no short-term market.

The surpluses of Saudi Arabia, Kuwait, the UAE and Qatar are running at around \$40bn. a year, and the bulk of the money which enters the banking system is deposited with the big money centre banks in London and New York. The BMA decided to try to short-circuit the traditional centres and set up a "mini-London" where local depositors could place their funds during their own banking hours. From the start the BMA has worked to make the facilities offered in Bahrain comparable with those in London. It wanted no favours. If Saudi Arabia was to place money with a Bahrain OBU it should do so only because the rates and service equal those on offer in the major money centres.

A key element in the BMA's strategy was to license only the banking elite, and insist on branch status. This had two advantages. First, it meant that the Bahraini branch of Bank of America, for example, should be able to command, in theory at least, as fine rates as the bank's London branch. Second, it meant that the BMA need not build up a cumbersome regulatory apparatus. The top banks could be relied on to regulate themselves, and in the very unlikely event of something going wrong the Bank of England or the Federal Reserve, for example, would be in a much better position than the BMA to rectify the situation. The BMA wanted no repetition of the minor banking crises which had up-and-down confidence in other offshore centres.

This, then, was the philosophy behind the establishment of Bahrain's offshore banking enclave. How successful has it been?

Just over 30 banks have been granted OBU licences during the year, of which about 23 will be operational by the year-end. Of the top ten banks in the world, six have been granted offshore licences. The odd men out are Deutsche Bank, Credit Lyonnais, Barclays, and Dai-ichi Kangyo. But only two of the next ten top banks (Banco di Napoli and Manufacturers Hanover) have taken out licences. The top German banks are contenting themselves with representative offices for the time being and only Banca Commerciale Italiana among the big Italian banks has ventured into the offshore market in the Gulf, and it has plumped for a

restricted bank licence (RBL) in the United Arab Emirates. The other noticeable absentees are the Japanese. Apparently they have "expressed interest," but they have to await the green light from the Japanese Ministry of Finance. The British banks are well represented, as are the Canadians and Americans.

A temporary halt has been called to the issue of new licences so as to take some of the strain off the local services. But next year Alan Moore, director general of the BMA, expects another ten-twelve licences to be granted, and he is encouraging banks from some of the smaller countries and the developing world to move into Bahrain. There is no real limit on the number of banks which will be allowed in, but Alan Moore does not think there is much point in having more than 50.

Consortium

Apart from the European and North American banks, a number of Arab banks have opened OBUs, including two consortium banks, UBAF and BAIL. Interestingly, BAIL is probably the only example of an OBU which is separately capitalised. Ordinarily, the BMA insists that an OBU has branch status (and no capital), but in the case of BAIL it feels that it is more of an investment/merchant bank, so has waived the rules. But an OBU which intends to be active in the money markets should have branch status. The BMA argues that many of the locally capitalised banks in the Lebanon, though backed by powerful shareholders, found that the extent of their involvement in the money markets was restricted by their limited capital base. The BMA is keen that similar problems do not hinder the dealing activity of the OBUs. It is toying with the idea of issuing a special licence for foreign merchant banks or perhaps fixing certain limits on the total deposits would-be merchant bank applicants could take on their banks.

The total assets of the OBUs at the end of September amounted to \$5.0bn., and the BMA expects the figure to exceed \$10bn. by the end of the year: though this is still small beer when set against a Eurocurrency market total of around \$150bn. and an Asian dollar market of \$15bn. Within the total of \$4.5bn., Citibank's loan portfolio of close to \$2bn. is a major factor, but its relative

importance should decline as the other OBUs build up their Bahrain loan books.

The BMA has only just started collecting data on the market, so too much should not be read into the first set of figures for June. As would be expected the bulk of the deposits (\$3 per cent.) is made up of inter-bank funds and 77 per cent. in dollars. However, the fact that 17 per cent. are in Gulf currencies is a healthy sign.

The deposits of the non-banks only amount to \$100m., and this is the figure bankers will be watching with great interest in future. At the moment about 50 per cent. of that figure is accounted for by Government funds (the actual figures are not given). Once official bodies, such as the Saudi Arabian Monetary Agency (SAMA), start placing funds in Bahrain this figure should grow rapidly. As far as the maturity of the deposits go 56 per cent. are for under a month and only 1.5 per cent. are for over a year. On the asset side the maturity breakdown is slightly longer.

Arab countries are the main source of funds for the market, which is a good sign for the OBUs. At the moment the majority of the funds are from the private sector, but as the market becomes accepted Alan Moore believes that institutions such as SAMA will eventually start using Bahrain. It is just a matter of time. The OBUs have to convince the depositors that they can offer as good a service as their head office. Alan Moore admits that "one cannot work miracles overnight." The institutions concerned are conservatively run and it takes time to change their habits.

However, he is optimistic that depositors' habits are changing and Bahrain is becoming more widely accepted. His enthusiasm is born out by Citibank, which has the longest operating experience in the Bahrain offshore market. It is funding its entire Middle East portfolio out of Bahrain. When it first started doing this it had difficulty raising more than \$15-20m. a day from the local market, but now it is able to do up to \$130m. a day. At the end of last year it was only able to fund 25 per cent. of its \$1.8bn. Bahrain portfolio locally, and had to go to London and Nassau for the rest. Now, however, its local funding is up to 40 per cent., and it relies on Nassau and London for roughly 20 per cent. each and other centres, such as Singapore, for the remainder. It is confident that the proportion of local funding will increase.

Citibank admits that it is not able to raise funds quite as cheaply in Bahrain as in London (a point mentioned by another major money centre bank). When Citibank started running its Bahrain book it was paying 1/8th more for funds. This is now down to 1/16th. In practice what this means is that, whereas in London Citibank can get funds at the bid price in Bahrain, Citibank's OBU has to pay midway between the bid and offered price. Citibank is prepared to pay a little more since it feels that it is in the interests of the market to do at present.

Although it is much too early to assess realistically the success of the BMA's offshore banking experiment, the foregoing analysis underlines the very real progress which has been made in a comparatively short period. Considerable work remains to be done. Apart from the inter-bank market there is a shortage of short-term investment opportunities such as CDs, and consequently the OBUs are having to channel some of their surplus funds back to the traditional centres.

As to the future the increasing amount of social legislation and red tape in Bahrain is slightly worrying the OBU community, and partly explains why the Bankers' Association of Bahrain is being formed. It will

OFFSHORE BANKING REGULATIONS

1. Offshore Banking Units (OBUs) established in Bahrain must be full branches of the parent bank or must satisfy the Bahrain Monetary Agency (BMA) of the commitment of the parent bank to its office.
2. OBUs must be fully staffed, operational branches whose staff are actively engaged in the business which is written in the books of the branch. Permission will not be given for brass plate operations in which the business is written elsewhere and booked into Bahrain solely as an accounting device.
3. OBUs will not be allowed to deal in any way with residents of Bahrain except for the Government, its Agencies, the fully-licensed banks and, as an exception, to participate in the financing of development projects approved by the BMA.
4. OBUs will not be allowed to offer checking account services but will otherwise be free to offer all banking services to non-residents of Bahrain of all classes, Governments, banks and non-banks.
5. OBUs will not be required to maintain any reserves with the BMA or observe any formal liquidity ratios.
6. OBUs will be required to supply regular monthly statistical information including a balance sheet to the BMA and to satisfy the BMA if called upon to do so of their ability to meet their obligations as they fall due.
7. OBUs will be required to submit to the BMA a balance sheet and profit and loss account of their OBU operation audited by auditors approved by the BMA within 90 days of the year end and in due course file a copy of their Group's published accounts.
8. An annual licence fee of \$25,000 is payable to the BMA for an OBU licence; no taxation on OBU profits is at present planned or proposed by the Government of Bahrain.
9. Existing fully-licensed banks may apply for an OBU licence for their non-resident business. The BMA will wish to be satisfied that adequate arrangements are made for separate accounting records.

act as a spokesman for the banking community and help them get their voice heard in the emergence of a major Gulf Government circles. Outside of Bahrain the UAE appears to be going ahead with a rival, offshore scheme, licensing a number of RBLs. It is too early yet to assess the impact of these units on the Gulf offshore market. Some bankers argue that the appearance of a competing centre will keep Bahrain on its toes, but others are

worried that it will split the market and slow down the emergence of a major Gulf capital market. There is the possibility that a two-tier market may emerge with the top banks ensconced in Bahrain and the others operating out of the Emirates. What impact this will have on the effectiveness of the Gulf's offshore banking structure remains to be seen. Unless the amount of bureaucratic interference increases

dramatically, or the Government imposes taxes on the OBU (which seems most unlikely Bahrain should be able to withstand the competition from the Emirates. If one needs reassurance one only need look at the size and quality of the bank which have committed themselves to operating an OBU. The ample testimony to the international banking community confidence in Bahrain.

The quest for profit

TWO QUESTIONS are uppermost in the minds of the managers of Bahrain's offshore banks, currently. First, can they make a profit? And, second, is there enough business to go round?

Some 32 banks have been granted licences so far, and there is the prospect of another dozen new entrants next year. In addition, the costs of establishing an offshore branch have been rising dramatically. Skilled clerical staff are in short supply, as is prime office space, temporarily. One local banker estimated that his staff fairly insignificant when viewed against their total global investment in Bahrain.

However, some bankers who have been reconnoitering the local scene before applying for a licence are slightly more sceptical about Bahrain's profit potential: especially if a bank average staff of an OBU runs to good local connections. They about 12, normally made up of a manager and his assistant, one to drum up profitable business or two dealers, a loan market, than some of the banks are

simply transferring part of the income-earning Middle East portfolio on to the banks of Bahrain OBU. With the notable exception of Citibank, most of the OBUs do not seem to be doing this at the moment. Generally, the rule seems to be that all new loans in the region are being booked through Bahrain's asset growth may be less spectacular, but the figures will be more meaningful.

If a bank can build up a loan portfolio of \$100m. which is earning a 1 per cent spread it should be able to cover running costs easily. But a big question is—can 33 OBUs build up local loan portfolios of \$100m. plus (\$30m. if you include Citibank) in a year? The answer is a resounding "no" unless the local banks there is an obvious incentive to set up an OBU since it frees them from local reserve requirements (although local part of their job they cannot be comfortably aware of two fundamental problems in it while the newcomers can easily make a profit in Bahrain by funds rich area, unlike Sin

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Too early for predictions

MOST BANKERS accept that Bahrain has a role to play as a short-term money trading centre, but are less confident about its possibilities as an investment banking centre.

Their reservations are partly to do with timing. According to Gerald Tedder, who heads Banque Arabe et Internationale d'Investissement (BAII) in Bahrain, "now is not the best time to start doing investment banking in the Middle East since the West is so liquid." The European issuing houses which flocked to the Middle East in 1974-75 to sell their bonds and bring in Arab firms as co-managers, have disappeared almost as quickly as they appeared now that Europe is once again flush with money and there is no shortage of investors.

Whereas in 1975 Arab financial institutions managed to co-manage a third of all international bond issues, they have recently been slipping down the co-management league tables. According to an article in the September issue of the Institutional Investor, the market share of Arab investment houses in the first six months of 1976 had slipped to 11.5 per cent, and if BAII's participation in the EEC's \$500m. private placement last spring is left out, the Arab's market share drops to 7.5 per cent.

Squeeze

Whether the Arab investment houses will regain last year's leadership is a moot point. Some bankers feel that as soon as the West runs into its next liquidity squeeze, European bond salesmen will be back once again doing the rounds of the Middle East investors. Only this time their reception will not be quite as friendly. Some of the Middle East institutional managers undoubtedly feel that they were unfairly exploited in 1976 and then dumped when they were no longer needed. These sentiments, however, have only a marginal relevance to Bahrain's aspirations as an investment banking centre. More important is the fact that there are other local centres vying for the title of investment banking centre of the Gulf. Kuwait is widely acknowledged as the major source of long-term money in the Gulf at the moment and various funds and institutions have been created to channel Kuwaiti funds into the international markets so Bahrain is unlikely to be much help there. The Emirates is another source of long-term money, and has already attracted a number of merchant banks such as Oryx Investments (in which Arab Bank of London has a stake) and Wardley (the Hong Kong and Shanghai Bank's merchant banking affiliate). By contrast Bahrain has no real indigenous long-term money and few local investment possibilities. So if it has a rationale, it must be viewed as an investment banking base for the Gulf as a whole.

A number of the OBU's which have been established in Bahrain have a merchant banking bias. BAII is probably the best known. A Paris-based consortium bank with a long list of Arab and Western shareholders (including BNP, Dresdner, and UBS) it has specialised in investment banking from the beginning. It set up the separately capitalised Bahrain subsidiary in the spring of this year with the intention of getting closer to the local market. With much the same sort of spirit in mind CIBL (Citibank's merchant banking arm) has also established a local representative office in Bahrain. Investment bankers are still exploring the market's possibilities. The sort of questions they have in mind cover such matters as: Is Bahrain the best base from which to extend your Middle East placing power? What sort of opportunities are there for loan syndication, venture capital and fund management?

The answers will take some time to emerge. On the subject of placing power, bankers attach little importance to Bahrain itself. There are no wealthy local institutions which can be cultivated into active buyers of bonds. The BMA buys a few, but that is about all. In time the OBU's may build up their own bond portfolios but it is very early days yet. Consequently they are looking outside Bahrain for business. The Saudi Arabian Monetary Authority is naturally the investment bankers' prime

target, but it seems that they are most unlikely to need the investment banking services of Bahrain. SAMA can quite easily digest whole private placements on its own. Indeed it is not unknown for a triple A borrower to go direct to SAMA for funds without the aid of an investment bank. The other natural target is Kuwait, but whether this can be serviced better out of Bahrain, than London or Paris, remains to be seen. One banker noted that there was not too much investment demand for bonds in the Gulf at the moment, unless the borrower was an Arab company.

Secondary

One or two OBUs, such as Kredietbank, are starting to make a local secondary market in bonds, but the absence of "market-makers" is a problem. Generally, while the banks admit that the short-term prospects for placing sizeable amounts of bonds in the Gulf, and trading in the secondary markets are not particularly exciting, the hope is that by being on the spot and developing one's relationships and placing power locally (which cannot be done overnight) a bank will be more favourably looked upon by the Arab institutions the next time the European bond salesmen run out of investors.

In addition, the decision to base the Gulf International Bank in Bahrain could give a powerful boost to Bahrain's potential as an investment banking centre. The bank is owned equally by the Governments of Saudi Arabia, Kuwait, Iraq, Oman, the United Arab Emirates, Qatar and Bahrain, and has an authorised capital of BD40m. of which BD20m. has been issued. The bank is not yet operating but its charter is sufficiently flexible to allow it to

W.H.

Profit

CONTINUED FROM PREVIOUS PAGE

Some of the banks appear to be adopting a "scatter-gun" approach, offering everything from full foreign exchange and money market services to leasing, loan syndication, fund management, and underwriting of bonds and public debt. All of which seems pretty ambitious when one remembers that an OBU only averages 10-12 staff.

Each bank seems to be interpreting its role slightly differently, which is in line with the BMA's wish to attract as broad a cross-section of the banking community as possible. The Scandinavian Bank, for example, is a London consortium bank owned by some of Scandinavia's leading banks. One of its contributions is to make a local market in Scandinavian currencies. Then there are a number of banks, such as Kredietbank and BAII, where the accent is more on merchant banking activity. Broadly, however, the business of the OBUs falls into three major categories. First, there is the foreign exchange dealing activity, broken down into local and Middle East currencies. Some banks, such as the big European banks, have traditionally been much more involved in this area than the North American banks and, as a result, they can be expected to place more emphasis on this side of their business in Bahrain. The island's advantages as a foreign currency dealing centre have been well rehearsed elsewhere in this survey. However, most bankers admit that Dubai has far more commercial foreign exchange turnover than Bahrain. Foreign exchange profits are a function of spreads and dealing volume. The former have narrowed considerably with the growth in activity, and as yet Bahrain's turnover is very low by comparison with the major European centres. Nevertheless a number of banks are concentrating on developing this side of their business and feel it will make a useful profit contribution.

Deposits Secondly, there are those banks that see Bahrain as an ideal base from which to solicit deposits. Whether this is in fact the case remains to be seen. If a major Arab institution is not depositing funds with the head office in London, it is questionable whether it will start placing funds with the Bahrain OBU. A number of banks view their Bahrain OBU potential borrowers there is a shortage of first class names. So what is going to be their bread and butter business? Some of the banks appear to be adopting a "scatter-gun" approach, offering everything from full foreign exchange and money market services to leasing, loan syndication, fund management, and underwriting of bonds and public debt. All of which seems pretty ambitious when one remembers that an OBU only averages 10-12 staff.

Limited

As mentioned earlier, the potential in this direction appears to be somewhat limited at the moment. One U.S. bank listed its lending priorities in order of importance, as follows: Government loans; project loans; corporate loans; and loans to individuals. One area where there is plenty of potential is in the field of performance bonds. With the huge increase in the wealth of the Gulf region in the past few years many ambitious infrastructure projects are being built. Contractors are frequently required by the host country to post bid, performance and advance payment guarantees for the venture. The guarantees are a form of insurance for the host country in case the contractor cannot finish the project. Traditionally, Middle East countries have required that such guarantees be issued in the form of bank standby letters of credit. The countries have usually not accepted surety bonds in lieu of such bank guarantees. Typically the bank letters of credit vary in amount from 2 to 20 per cent. of gross contract value. With some of the contracts running into the millions of dollars, the amounts involved are sizeable and can run for as long as five years. In the old days a charge of 1 per cent. was often made but nowadays, because of the risks involved, the banks are tending to charge a margin over the going three-month Eurodollar rate and syndicate parts of the guarantee to a number of banks in the market.

W.H.

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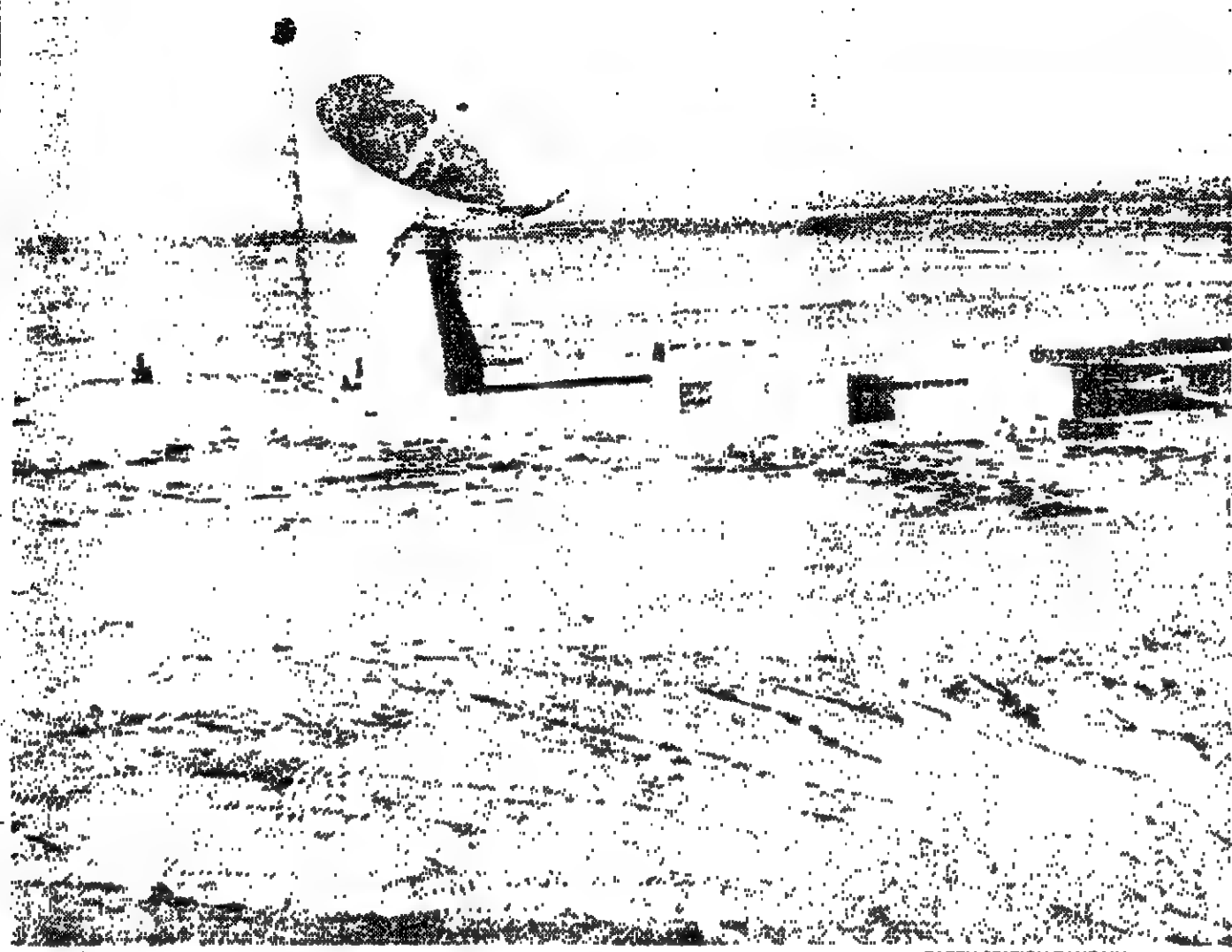
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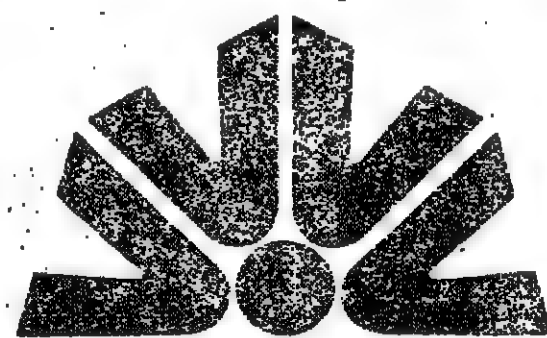
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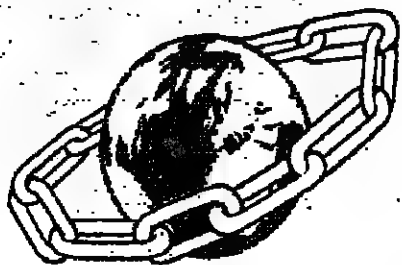
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A Twelve Link Chain

Small but expanding sector

THE Bahrain Monetary Agency realised from the start that if mounted, they began to look its plans to turn Bahrain into an offshore "dealing" centre, as opposed to a "brass plate" centre, were to be a success, it had to attract the money and foreign exchange brokers, even if the idea of "broking" was slightly alien to local customs.

A healthy and active money broking community is a key element in any successful financial centre. The brokers do the leg work, matching buyers and sellers. It is far simpler and quicker for a bank to ring up a broker rather than phone round the 30 odd banks in Bahrain and 130 banks in the Gulf, for the best rate for D-marks/riyals.

While it was in Bahrain's interest to attract the money brokers, the latter had already been quick to spot its business potential. Nowadays, money trading is looked upon as a 24-hour a day, seven day a week affair, and for the brokers Bahrain had two natural advantages. In terms of time zones it was located midway between London and Singapore. If it is 8.00 a.m. in London, it is 3.00 a.m. in Bahrain, 1.30 p.m. in Singapore, 2.00 p.m. in Hong Kong and 3.00 p.m. in Tokyo; in New York it is 1.00 a.m. and in San Francisco it is 10.00 p.m. the night before.

In addition, each of the firms has a low capitalisation (Marshall's capital is BD10,000, for example) and a majority local shareholder. In R. P. Martin's case the local shareholder is the Yateem family, one of the largest Bahraini trading families. The chairman of the week-end, because banks Sarabex (Bahrain) and still look to London and New York for the rates. But in time it could become significant as Bahrain's ruling family—both the use of Middle East currencies in international trade grows.

Even before the offshore banking experiment had been hatched, London's brokers had been trading actively with banks in the Gulf, which often necessitated starting work at 4.00 a.m. to catch the local largest of the money brokers, trade. As the business grew it and the phone and telex charges

offices in the National Bank of Bahrain Building in Government Road. Ranged along the wall of its dealing room are 12 clocks telling the time in such diverse places as Moscow, San Francisco and Abu Dhabi, and underneath the clocks a host of telex machines and large boards carrying the telex numbers of all the major banks in Saudi Arabia, Kuwait, the UAE and Iran.

Sarabex is a relative newcomer to the international banking community, and because it is not a member of the London brokers' club, the Foreign Exchange and Currency Deposit Brokers' Association, is considered a bit of an upstart by the more established members of the broking fraternity. The company, which is owned by a consortium of Arab investors and claims to have group capital and reserves in excess of \$3.5m., was the brainchild of Ramzi Halabi, who started out as a foreign exchange dealer in London. While working for First National Bank of Boston he noticed the growing interest in Middle East currencies and started to deal in them in London. In 1974 he left to set up Sarabex, and the group now has offices in London, Zurich, Frankfurt, and Beirut. From Bahrain, Sarabex services the banks throughout the Gulf and Iran.

Skills

Three money broking firms are now operating in Bahrain, and for the time being this is all the BMA will allow. The first in the field was M. W. Marshall, a London firm, which opened in April 1976. It is best known for its foreign exchange skills and has been joined by R. P. Martin, whose speciality is deposit broking, and Sarabex, which has carved out a niche for itself in the Middle East currency market. In practice, however, all three deal in local and international currencies and local and international deposits, and there is little to choose between them.

Local

The other two brokers offer much the same service and all of them have direct lines into the active banks. At Marshall's, Christopher White-Thomson and his team of five dealers start trading at 6.30 a.m. with Singapore and Hong Kong, where they get the going rates on Eurodollar deposits and international currencies. They then relay these to about 60 of their clients around the Gulf. Initially, early dealings tend to be in Eurodollars and business in the major international currencies does not get under way properly until the European centres open later in the morning. Christopher White-Thomson's objective is "to make dealing

in Bahrain as easy as in London, New York and Singapore."

R. P. Martin's Bahrain operation is slightly smaller than the other two. It has three dealers including the manager, Simon Wright. Unlike the other two, Martin's Bahrain office covers primarily the local market and parts of Saudi Arabia. Business in the Emirates is handled by its affiliate, Emirate Brokers. Martin manages the company and has a 20 per cent. stake in it, as do London stockbrokers, James Capel, with the majority of the shares owned by local interests. Martin's Bahrain office maintains an open telephone link with the Emirate Brokers' office in Abu Dhabi, as well as open lines with its London and Hong Kong offices.

Competition between the broking community for the banks' business is keen. The hours are long and dealers often have to work a seven day week. If a broker is dealing in Eurodollars he could possibly get by with opening five days a week, including Friday, the local holiday, but if he is active in the local currency market it is imperative to be open Saturday and Sunday. Apart from the three brokers in Bahrain, another London broker, Tullett and Riley, should soon be opening in Abu Dhabi and others are likely to follow. In addition the more active local banks are called up to four times a day by London-based brokers such as P. Murray-Jones, Guy Butler and Charles Fulton.

Estimates of the turnover in Bahrain's money and foreign exchange markets are hard to come by and should be treated with considerable caution. For what they are worth, local bankers are talking of a turnover in foreign exchange of around \$1.52bn. a week and in deposits of \$500m. But according to Ramzi Halabi, of Sarabex, the total volume of business done daily in Bahrain is probably less than that done by a big bank such as Barclays.

Despite the market's smallness it is growing fast, and none of the brokers regret their decision to open. They view their investment in the area as a long-term rather than short-term commitment, and have their eyes fixed on the time when a common Gulf currency finally emerges, which would greatly enhance the international stature of the Gulf capital market.

Though none of the brokers has been operating in Bahrain for much more than six months, their presence has helped improve the market in Gulf currencies immeasurably. Local bankers estimate that dealing spreads on Kuwaiti dinars have come down from 1-1½ per cent. to 1 per cent. over the past year and in Saudi Riyals from 2-3

per cent. to 1-1½ per cent. Spreads on spot Kuwaiti dinars are now reported to be as fine as those on European currencies.

Nevertheless, the market is not without its problems. One hears tales of Kuwaiti banks angry at the disappearance of formerly lucrative spreads on their dinar business, ganging up on the foreign banks and starving them of dinars. In addition, a recurring comment among the broking community is the problem of the relatively small dealing limits allocated to the infant OBU's, which is hindering the market's development. If banks want to deal in reality to London or New York.

Even on the social level—an important part of any money broker's business day—life in the Gulf has its drawbacks. Whereas in London the brokers tend to entertain bank dealers lavishly, the same formula for business development in the Gulf does not always work with the growing number of Arab dealers, many of whom do not drink. As one broker wryly commented: "It is often a case of ash and rice in the soup rather than gin and tonic in the Hilton."

W.H.

the BMA much of the credit for the "unbelievable improvement" in the local currency market recently must go to the foreign banking community, which has helped build up the trading activity. Although rates on local currencies are not yet as fine as those found on the dollar and European currencies, they are a vast improvement on two years ago.

Opinions

The depth and sophistication of the markets in local Gulf currencies varies considerably, as do the opinions of local bankers on what they can and cannot do in local currencies. The following opinions are subjective, but they are intended to give some idea of the type of deals bankers in Bahrain are talking about.

The market in Bahraini dinars is small and offshore banks which cannot deal with local residents deal infrequently. This currency, as yet, has no actions tend to be in the BD 0.5m. range and maturities extend up to six months. Dealing in Saudi Riyals over-rides those in the other Gulf currencies. Trade in spot riyals tends to be in the SR 5-10 range, and on deposits averages SR 10-20m. Terms of up to 6 months are common, with occasional dealings as long as the years. The forward market is not very large but a few banks are working to develop it.

There is considerable activity in the spot Kuwaiti Dinar market for amounts up to 1.0m., and in the deposit market transactions tend to be in the KD 2-3m. range and up to 6 months. The local Kuwaiti banks' attitude to a forward market in KDs was described by one senior banker as "entirely negative and unspiced" and it has been up to the foreign banks to try to build up a forward market. KDs as well as in the off local currencies. In U. Dirhams, spot transactions are normally in the D2-5m. range and there is limited forward activity. Most of the deposit business tends to be for short maturities and for amounts high as D30m.

A foreign exchange money market does not exist overnight in a place like Bahrain. It takes time to develop and it would be wrong to gloss over Bahrain's teething troubles. First, there is a question of location. Foreign exchange markets tend to develop best in countries which

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FOREIGN EXCHANGE MARKET

Marked potential

SOME BANKERS claim that Bahrain may one day become the world's largest foreign exchange market. While such claims at this early stage can be no more than idle speculation, there is no denying that because of its advantageous time zone and location on the door-step of half-a-dozen of the wealthiest countries in the world Bahrain does possess considerable potential as a foreign exchange centre, and the BMA is clearly intent on developing this side of its business.

In order to get an OBU licence, a foreign bank must prove to the BMA that its staff will be "actively engaged" in the business which is written on the books of the Bahrain operation. In practice this means that, among other things, an OBU should have a professional

dealer on its staff, who knows his way around the money and foreign exchange markets.

Altogether there are probably upwards of 40-dealers on the payrolls of Bahrain's OBUs at the moment, and they, along with the brokers, form the basis of the fledgling local foreign currency and deposit markets. By their nature dealers like dealing; they enjoy "making a price," so even if there is not much "natural" foreign exchange business around initially, the dealers are already creating their own market by dealing among themselves.

To an outsider this might seem rather pointless, but dealing for the sake of dealing gives the market a momentum, and should help establish Bahrain as a true dealing centre as opposed to a mere

financial conduit through which Middle East money flows into London and New York.

On the foreign exchange side, the bulk of the business done is still in conventional currencies. On the deposit side, Eurodollar trading predominates, with most of the big banks able to move up to \$100m. without too much trouble. However, the big attraction for many of the banks is Bahrain's rapidly developing trade in Middle East currencies.

Mention Saudi Riyals to a London clearing banker 18 months ago and the chances are that his eyes would glaze over. But he will have become much more familiar with them during the past year as the number of international banks trading actively in Middle East currencies has grown. Allgemeine Bank, Nederland and Citibank have

been active longest in the field, but they have now been joined by other banks who view their OPU as an ideal vehicle for breaking into the market. Indeed, some OBUs, like that of Chase Manhattan, are concentrating almost entirely on Middle East currencies at the moment. The lucrative spreads initially earned on this type of business undoubtedly lured some banks into the game, but a much more important factor now is the growing number of large local contracts—often worth well over \$100m. apiece—being denominated in local currencies. As a result, the banks are having to convert a growing amount of local currency payments into dollars, Deutschmarks and sterling. According to Alan Moore of



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Presence borne of necessity

THERE ARE around a dozen inflated office rents and staff costs. One local banker estimated that his salary bill the managers of the offshore had gone up 80 per cent in a banking units exude enthusiasm year.

Many of them had been in Beirut before and most privately admit that, while Bahrain has plenty of potential as a money trading centre, it will be a long time before it can match Beirut's advantages as a Middle East listening post. The Lebanon was always a good source of information. It had a daily English language newspaper, two in French and a host of Arabic newspapers. Until the civil war disrupted life, it was a pleasant place to live and entertain, and had easy access to most Arab centres. As a result, while Beirut may never have been a major banking centre for the Arab world, it was an excellent meeting place and an especially good base for a representative who tends to be the "eyes and ears" of a bank.

However, even before the outbreak of hostilities in the Lebanon, some banks had committed themselves to putting an additional Middle East representative into the Gulf in recognition of the area's growing importance both as a user and lender of funds. Since Kuwait and Saudi Arabia do not encourage foreign banks, it was a toss-up between Bahrain and the United Arab Emirates.

Advantages

Bahrain's advantages are well rehearsed elsewhere in this Survey. Located halfway down the Gulf, it has good air connections with European and the Arab capitals, and, compared with Iran or Saudi Arabia, its phone and telex facilities are far superior. As one banker put it, "Bahrain is the best of a bad bunch." It provides a good base from which to service the Gulf and, as more banks open offshore banking units, it will undoubtedly become a more important listening post for bank representatives.

Nevertheless the logic behind a representative office in Bahrain is not quite as obvious as it is for an OBU. Since most volume of trade between the Gulf and Australia. The most spend over 50 per cent of their time travelling outside Bahrain. Japanese and Italian banks, other factors play an important part. On a rough estimate it costs £150,000 per annum to run their time maintaining contact a representative office (two with their local correspondents, expatriates, and three local each bank sees its role slightly staff), and costs have been escalating rapidly over the past year as the influx of banks has had important connections with

this area. The Union Bank of Switzerland's Bahrain office, for example, doubles up as the local Swiss consular office. Wealthy Arab investors have always valued the anonymity of a Swiss bank account. Many of them have their portfolios managed by Swiss banks in Zurich and Geneva and frequently buy bonds from Swiss banks and invest in Swiss-based investment funds. Bahrain may be growing fast as a regional financial centre, but when it comes to fund management and advice no Arab centre will be able to match the range of financial services on offer in Switzerland, or the U.K. for that matter, for a long time to come.

Gold

Another aspect of the Swiss bank's business in the Gulf is the gold trade. UBS, Swiss Bank Corporation and Credit Suisse make up the Zurich gold pool, through which the bulk of South Africa's production is sold. As a result, the Swiss banks have traditionally kept in close contact with the local gold trade in Dubai, much of which is used to go to India. Partly because of the high gold price over the last two years and partly because of the clamp-down on smuggling into India, the local gold trade has died down recently, but when it revives the Swiss banks are keen to ensure that they will be participating fully.

Kleinwort Benson's local representative, Tom Troubridge, wearing his Sharps Fletley hat, also keeps an eye on the local gold market. But this is just one of his many responsibilities. He sees his office as a natural extension of the London head office, and his job as selling all of Kleinwort's wide range of services. If necessary, he can call in members of the bank's Middle East staff based in London or ask for specialist financial support from the bank's

W.H.

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FOREIGN EXCHANGE MARKET

CONTINUED FROM PREVIOUS PAGE

there is a large import/export trade which forms a natural base for trading in foreign currencies. That is why London emerged as a major foreign exchange centre, for example.

On this basis, the logical foreign exchange centre in the Gulf is probably not Bahrain, but Dubai (since Saudi Arabia and Kuwait are closed to most foreign banks). Citibank, for example, does the bulk of its local currency dealing in Dubai — it has five dealers in Bahrain but they do little else but trade Eurodollars. If banks are intent solely on doing foreign exchange business, a good case could be argued for Dubai. But problems over licensing, uncertainties over taxation, coupled with Bahrain's undoubted advantages in other fields, reduces the relative attractiveness of a Dubai operation. In addition to which the improved communications around the Gulf mean that it is pretty immaterial whether a bank is in Bahrain, Dubai or Kuwait. If it wants to deal it just picks up the telephone. Increasingly, the whole Gulf area is being looked upon by bankers as the market place, rather than any one centre.

The second problem for Bahrain, as with other young financial centres, is the shortage of "market-makers" that is, banks that will give bid and offer prices in the less conventional currencies. Most banks are willing to take funds but, as yet, few are willing to quote bid and sell prices. One banker estimated that the only banks that could be considered "market-makers" at the moment are ABN, Chase Manhattan, Bank of America, Société Générale, Banque Nationale de Paris and Chartered Bank. Alan Moore admits that some of the original "market-makers" might be feeling "a bit lonely" but thinks that there will be sufficient by the year-end as the newer banks grow more confident.

Limits

Another factor limiting the growth in the market is the conservative allocation of dealing limits by head offices to their own OBUs. This is understandable after the foreign exchange losses arising out of the Herstatt collapse and Lloyds' Lugano affair.

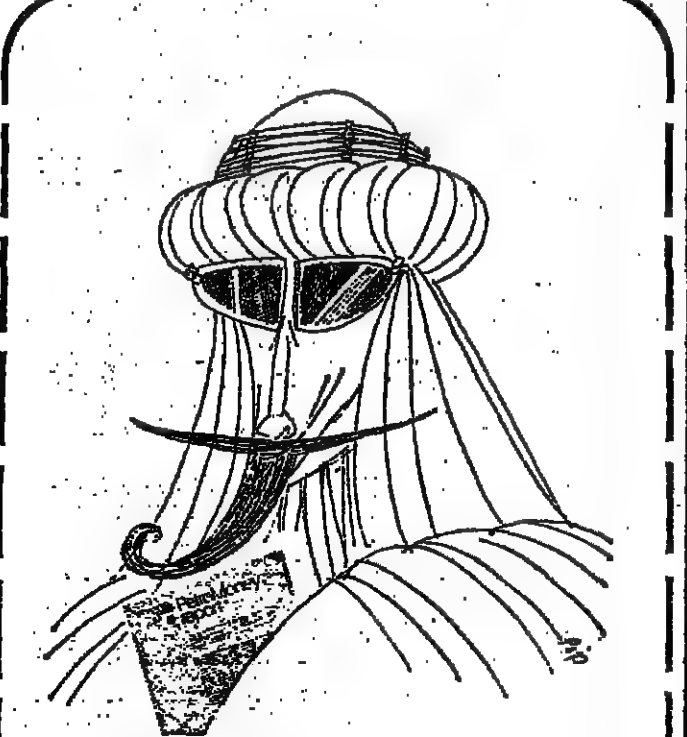
Head offices are clearly concerned lest their man in

Attitude

The Saudi Arabian and Kuwaiti view of Bahrain's emergence as an offshore centre is dealt with at greater length in another article. However, their attitude to offshore dealings in their local currencies needs clarification. By decreeing that major contracts should be priced in Saudi Riyals, the Saudi Arabian authorities are helping to create a major offshore market in their own currency. But whether the Saudi Arabian Monetary Authority is keen to see the currency become more national trade is another matter. If local governments wanted to, they could, for example, help the growth of dealing activity by supporting the forward markets in their own currencies. Until the local authorities start co-operating more extensively in the local money and forex markets, Bahrain's full potential as a dealing centre will not be realised.

In the final analysis the success of any market depends on the quality of the dealers involved. A bad dealer would be an enormous liability in Bahrain. In a big London bank a dealer tends to specialise in either deposits or foreign exchange. In Bahrain he will have to trade right across the board. On Saturday and Sunday, when the local markets are open, a dealer is left very much on his own. Last week's sterling crisis illustrates the problem. Sterling closed at \$1.6485 on Friday evening and within an hour of London opening on Monday morning, had dropped to \$1.5875. At what price should a Bahrain OBU have dealt in sterling over the week-end? In fact most play safe and do not deal in sizeable amounts. But as one banker pointed out, some wealthy Arabs do like to gamble and what better way than a "little flutter" on the sterling-dollar exchange rate over the week-end?

W.H.



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A special relationship

AS A SMALL and economically vulnerable island, Bahrain has had little option but to come under the protective wing of its powerful neighbour Saudi Arabia. The political and economic support of Saudi Arabia is an essential precondition of the island's stability. The Bahrainis know this, and so do the Saudis. But neither side chooses to highlight this dependence. Saudi aid is discreet.

Meanwhile, the relationship between the two governments—or rather the two ruling families—is an exceptionally close one. The ruling Al Khalifa family in Bahrain is descended originally from the same tribe as the Saudi Royal House and in a region where ties of kinship count for much, this is an important fact.

The close relationship between Bahrain and Saudi Arabia was facilitated by Iran's withdrawal of historical claims to Bahrain in 1969. This effectively placed the island within the sphere of Saudi influence once the British presence was ended and independence declared in 1971. Since then the relationship has evolved as Bahrain's own economic development has taken shape and—more important—as Saudi Arabia's economic muscle increased. Inevitably the effect of the quadrupling of oil prices in 1973 has been to make Saudi even more the big neighbour.

Lying less than 40 miles from the Saudi coast, Bahrain's most obvious links are with Saudi Arabia's eastern province—where all the oil is produced. The Saudi coastline is extremely shallow and the deep water round Bahrain has enhanced its value as a port for the eastern province. Over 30 per cent of all Bahrain's imports (upwards of \$400m.) are re-exported to Saudi Arabia. This entrepot trade provides important revenue but the extent of Saudi Arabia's economic significance to current prices. What is more,

Bahrain really lies in the oil sector. Bahrain's own oil production is very small. In the first six months of this year it has averaged 57,000 b/d. As the flow from its own fields weakens, Bahrain will depend increasingly upon oil coming from the offshore Abu Sa'afa field. This is shared jointly with Saudi Arabia under an agreement established with the late King Feisal in 1972. The 50/50 arrangement was considered a "generous gesture," since the Saudis could well have pressed a more substantial claim to this offshore field. It has a capacity of around 60,000 b/d.

Of course this is a mere drop in the ocean so far as Saudi Arabia's overall capacity is concerned. But for Bahrain it is vital. The Abu Sa'afa field provides some \$140m. a year at current prices. What is more,

the Saudis have been at pains to maintain production during the earlier part of this year when the heavy, high sulphur content crude was finding new buyers on the world market. Indeed, Aramco, the field operator, reportedly sought to close down the field, arguing it was cheaper merely to give Bahrain a cheque.

Also vital for Bahrain is the output from the island's solitary refinery, run by Bapco/Caltex. Bahrain's own oil is quite inadequate to feed the throughput capacity of 250,000 b/d. Thus the refinery is dependent on crude pumped from Ras Tanura 34 miles away on the Saudi coast. This crude is Caltex's share in Aramco and is a commercial arrangement

(payments are made on a fee basis at 6 cents a barrel). Nevertheless in the past two years of sharp Saudi production cutbacks, the Bahrain refinery has been kept at near capacity, thus ensuring a healthy flow of exports from what is still considered an old but very good "swing" refinery.

Discreet

If either of these discreet Saudi means of economic support ended Bahrain would need to ask for more substantial direct budgetary and balance of payments aid. Direct budgetary aid from Saudi Arabia and Kuwait combined amounts to something under \$15m. a year.

All the same, both to balance the budget, carry out necessary development projects and manage the payments situation Bahrain also relies upon direct funding. Here again, Saudi Arabia is the main supplier, followed by Kuwait, Abu Dhabi and to a lesser extent Iran. The sums involved are rarely known. Occasionally there are announcements which give some clue as to the extent of assistance. When King Khalid visited Bahrain earlier in the year he promised \$100m. towards the island's housing plans. (Kuwait has also been generous in extra budgetary support for housing and education.) King Khalid's visit was also the occasion for Bahrain and Saudi Arabia to announce their commitment to

a causeway linking the island with the Saudi mainland. This latter scheme, which will cost \$300m. financed by Saudi Arabia, is both the most controversial and potentially the most significant. Those in favour of the causeway project argue something like this: "Bahrain's economic future is intimately bound up with that of Saudi Arabia. The eastern province is the area selected by the Saudis for their major industrial development, the proposed port and industrial zone of Jubail alone could absorb billions of dollars over the next ten years. "The spin-off from this expenditure will be felt by Bahrain. Bahrain already has or is developing the banking, legal and leisure services which Saudi Arabia neither has nor wants. Bahrain will thus become to Saudi Arabia as Hong Kong is to China."

The economic spin-off from the causeway is not denied by its opponents. But the critics fear the political and social consequences. They argue that this will enable the Saudis to control Bahrain more tightly. The spectre of hundreds of Saudis speeding down the causeway at the week-end to escape from puritanical liquor-dry Saudi Arabia is contrasted with Saudi Government pressures on Bahrain to ban all liquor. Such a move to ban alcohol is denied in Bahrain. But the mere fact that people should fear a move towards prohibition illustrates the degree to which there is belief that the Saudis are capable of doing something more than casting looks of moral disapproval from across the waters of the Gulf.

that Riyadh looks anxiously things in Bahrain with 265,000 population—better cated than anyone else in area and with a greater sense political awareness. Bahrain experiment in guided parliamentary democracy through election of a 44-man assembly was frowned upon by Saudis. It was widely felt when the assembly was solved in August 76, Saudi sure had been a key element too in the case of Kuwait (summer).

Client

But it would be wrong to the impression from all that Bahrain plays a client. The close relationship between the two ruling houses in anyway prevent this. It does Saudi Arabia realise its own interests are best served by ensuring the economic political well-being of Bahrain. By the same token Bahrain realises that without Saudi support it would be both politically and economically vulnerable. Thus it is assumed that Bahrain has given their king to Bahrain's scheme to develop offshore banking, promote itself as a financial centre. But those who stray away expected the Saudi back offshore banking with instance, the deposit of \$3 by SAMA (the Saudi Monetary Agency) instead way the Saudis react. For, wishing the offshore has scheme well, they never will wait to see whether really gets off the ground establishes itself.

It is no secret in Bahrain

Bahrain The world's bank

Bahrain's Offshore Banking Units—OBUs—have made the island a centre of international attention.

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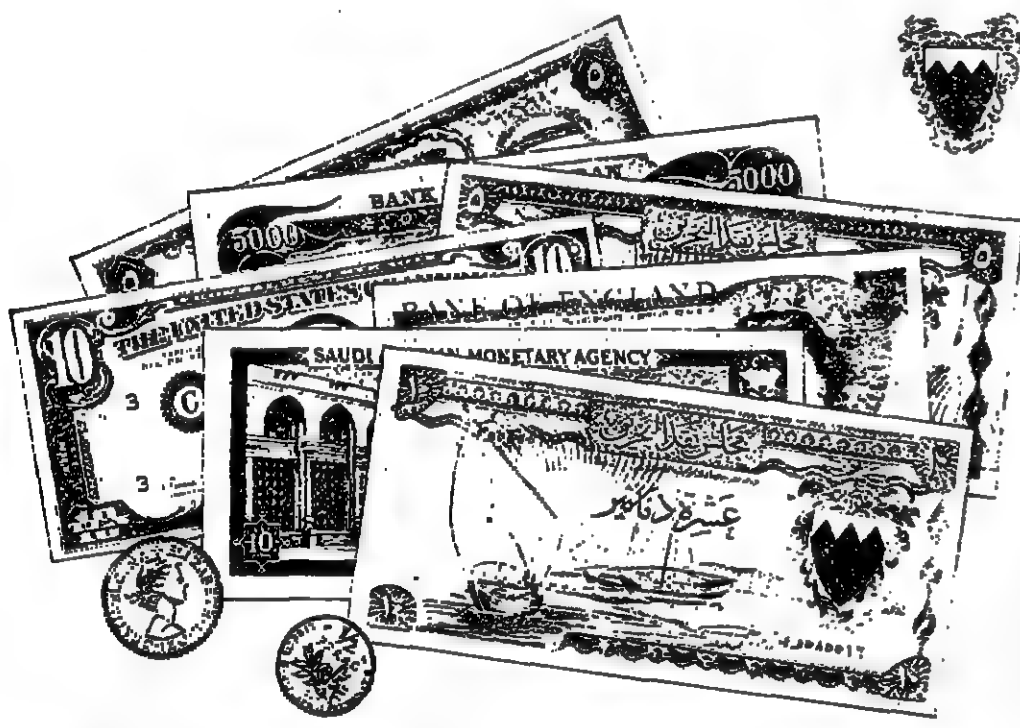
Already some 25 of the 32 major international banks so far granted licences are doing business out of Bahrain all over the globe, all round the clock. In just 11 months

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Professionals move in

IT IS THE ambition of many Bahrainis that their island State should become the business centre for the Gulf. While they will admit that Beirut cannot really be replaced as the meeting point for the Arab and the Western world, they do believe that Bahrain could fulfil a slightly different function. Those companies who have so much business in and around the Arabian peninsula that they feel obliged to set up office somewhere in the area could do no better than set up in Bahrain. So the argument runs.

Bahrain, its supporters point out, is much greener than anywhere else in the Gulf, though admittedly its climate ranks among the less pleasant. (But maybe that is changing—the past year has seen massive unexpected rainfall in the winter months and a summer much milder and drier than in public memory.) Its people, the sales pitch continues, are not only the best educated but also offer the most liberal and open society for the Western expatriate.

While there has been no great rush to establish corporate headquarters in the island, there has been a sudden increase in the numbers of companies offering professional services of one kind or another. Accountants Whimsey Murray, as well as Saba and Co., have long-established offices in the island; other accountancy firms have been seen prowling round Manama and becoming slightly alarmed by the setting-up costs for offices and staff.

As yet none of the large international legal firms have been seen in town, but certain

medium and smaller British lawyers have come out to add to the Western legal expertise in the island, so long represented by Bailantyne Associates. There are even rumours of certain of the big legal partnerships moving the idea of an "offshore" permit to practise—in other words, they would not seek business in Bahrain but outside it, either through the offshore banks or on their own behalf.

Regional

Curiously enough many of the service companies that have come to Bahrain to use it as a regional centre have found that there is a great deal of business to do in the island itself. Bahrain's boom in the island arrived rather later than in the other oil states, but its spin-off has been equally intense.

Business for all those service companies that have arrived, or that existed already, revolves principally round two pivots, the banking community and the construction industry. This is especially true for the lawyers, advertising agents and public relations men and the accountants. And, of course, the construction industry and the banks provide particularly good business for the chartered surveyors. (A chartered loss adjuster, specialising in the construction field, has also set up office in Bahrain, but at present spends most of his time in Saudi Arabia.)

The rough calculations go something like this: each of the 32 banks that took an offshore licence would have to bring in European staff; the complete newcomers would have to bring in about four people, those with

existing retail operations perhaps just two; it added up to about 114 Europeans in need of housing. On top of that their employers' need for business premises suitable to the dignity of banks.

Then, of course, the existence of the bank has to be made known to the wider public: both the Hilton and the Gulf Hotel have done rather well out of bank launch parties in the past few months. And the contractor or landlord and his properties have to be drawn to the attention of the banks. And contract matters have to be regulated between the two.

Until the arrival in Bahrain of chartered surveyors Debenham Tewson Chinnocks in January last year, the business of office letting was mostly done directly between landlord and prospective tenant, and there were only a few agents on the residential letting business, since this was also more often done directly by the landlord's office.

Leases, too, were very informal by Western standards and seemed to concentrate on that which the landlord was not liable for—which must have been some compensation for the very secure position of tenants under existing Bahraini housing law. But up the office supply front the buildings are getting more luxurious and some are purpose-built for office accommodation only (rather than being convertible into flats). And the Western businesses brought along with them their need for more detailed leases, apportioning responsibilities between landlord and tenant, covering points such as the maintenance of common areas and services and so on.

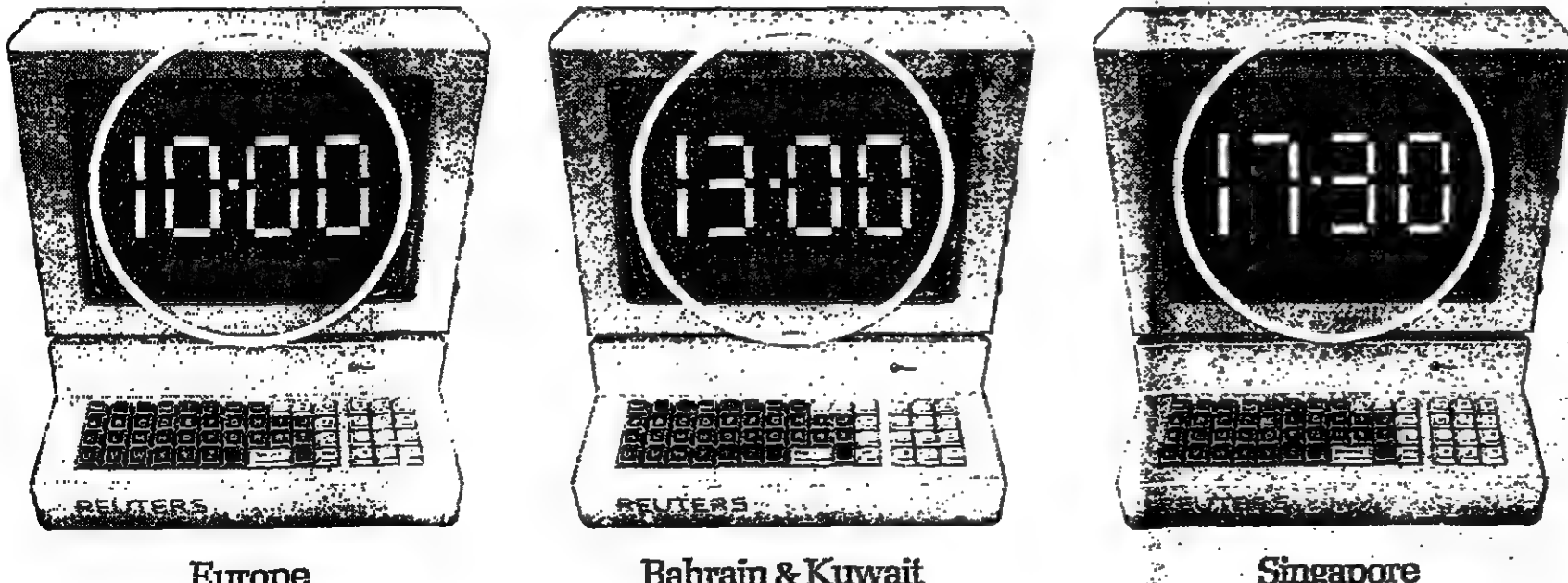
Demand

But as the banking business itself develops so the demand on the various service professions will increase. If the offshore banks go into the business of providing commercial loans, funding projects outside Bahrain, or into syndicated loans and bond issues, the demand for expert drafters of such agreements is bound to increase. One of the newly established legal partnerships is anticipating this demand and proposes to bring such a specialist to Bahrain in the near future. (What is still missing in Bahrain, though, is a fast and efficient security printer, but the costs of setting up such an operation would be phenomenal. Fortunately for the banks an overnight courier service to London is now available for the transport of such urgent and confidential documents.)

While waiting for this business to develop there is still plenty to do in the construction field in the regulation of contracts between contractors and their clients. Contracting is a field wide open to disputes anywhere in the world and the more so in the Arab world where the physical difficulties of construction are multiplied. Given the speed at which everything seems to need to be constructed both client and contractor stand in firm need of protection from each other in the case of difficulties.

Away from construction and housing, the past 18 months have seen a great deal of legislation emerge in Bahrain: the two latest Amiri decrees concern themselves with establishing a labour law and a law for social insurance. In these there is not much business for lawyers but some for auditors in the second. Earlier Amiri decrees established laws regulating agency and other commercial agreements and also brought into being a very detailed, comprehensive company law.

These last two laws have Continued on next page.



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until purchased. The increasing number of joint ventures and joint stock companies, of which there are about 20 in Bahrain at present, has called for higher standards of financial management and more sophisticated financial and managerial controls. (But management consultants have not, as yet, invested heavily in staff out in the Gulf.)

Advice on personal financial matters, too, is now more readily available. The London commu-

In short, a rounded business community is developing in Bahrain. While trading is still vitally important to the island—it has to import almost everything at the moment—construction has become a boom industry and banking is becoming a third strong influence, while the professions, too, are quietly establishing themselves. Bahrainis may yet see their island become the business centre of the Gulf.

The mobile revolution

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No end in sight to the building boom

ON THE left hand side of the road, as you are driving rather more prodigal of space, is a most palatial villa slowly being constructed. It is of ample proportions, elegant design and being lovingly built—it almost looks as though the concrete is being smoothed on with an artist's palette knife.

In a way this villa is symbolic of the present property market in Bahrain, which has created many a dinar millionaire in the past couple of years. (A dinar millionaire would be worth roughly £1.5m.). The villa reportedly belongs to one of these new property millionaires, and the obvious care with which it is being built would seem to ensure that it will not suffer in the way that so much residential accommodation does deteriorate in Bahrain.

There is about \$30m. worth of construction work in progress in Bahrain (excluding large projects such as the drydock and projects still sufficiently vague not to have a value) the bulk of it Government work but a sizeable proportion due to the private sector. Construction for the private sector falls into three categories: commercial, residential and "leisure". Of hotel projects, present day millionaires have been created largely through their work as Government projects and also through their own investment in residential property for expanding Western expatriate community and the wealthy Bahrainis.

Speculation

As the property boom goes under way, land speculation also increased and land values in some areas of Bahrain have rocketed. An example is land in the centre of Manama's town, where access is difficult and some of the streets can barely accommodate a car, never mind the base of a tower crane.

Another major area for speculation is along the route of the road that will link Manama with the land point of the proposed Bahrain-Saudi Arabia causeway. Hopeful speculators have visions of Saudi or Kuwaiti week-end or holiday homes. But even in the suburbs of Manama (if any area only eight minutes from the centre can be called a suburb) land has changed hands a few times before being built on.

The area of quickest return has been in private residential accommodation: with the returns on prefabricated houses as opposed to conventional ones, coming soonest. It costs roughly BD30,000 to erect a four-room three-bedroom house (exclusive of site and consultants' costs), which will rent for around BD800 a month (and BD800 a month and a square foot, virtually no maintenance obligation on the landlord unless the tenant has a European-style rental agreement). A conventional constructed house tends to have more rooms and be rather more prodigal of space, costing around BD40,000 to BD50,000 to put up. But rentals in this last category have been known to touch BD1,000 a month.

The sums are very tempting. The basic construction cost on the first house can be recovered in about two years, on the second it will take just under four years. At present banks are lending on an overdraft or a time basis, or a combination of both, to builders, but they are watching the sector closely. Stage repayments out of rental income is still something new to Bahrain.

A popular method of letting residential developments has been on a "build to order" basis for Bahrain's major employers, Gulf Air, ASRY and the drydock project ASRY, who take whole compounds at a time. Owners sometimes let direct—particularly on a Bahraini to Bahraini basis—but many are now setting up their own letting offices or using the town's established agents. The British chartered surveyor Debenham Tewson Chinnocks first came to Bahrain with the idea of advising Gulf Arabs on their property investments in Europe, with the secondary notion of perhaps working in the local market. It found that there was a growing demand for its services as the letting business became more Westernised (a result of the influx of Western expatriates and also the increase in the cost of construction) and has just recently opened in Dubai.

Pre-letting of space has caught on particularly fast in the commercial sector, where total costs are that much greater. It has been estimated that there is around 500,000 square feet of office space ready to come on the market in the middle of next year, half of it in the prime business area. The rest can still be described as the "central" business area. These massive projects in particular are worth mentioning: Bahrain's first skyscraper, the 18-storey Bahrain Tower (often referred to as the Baluch Tower after its principal instigator), which will put around 100,000 square feet of prime office accommodation on the market; then there is the building between the National Bank of Bahrain and Government House, known as the Shaikha Hasa building which is a mixed office, shops and shopping complex; third, there is the Shaikh Mubarak building quite close to the Pearl Building which houses so many of the offshore banks.

A considerable part of the Bahrain Tower's available space has been pre-let at between BD7,000 and BD8,000 a square foot. These three buildings are likely to be ready by the middle of next year at the latest. So it is certain hours of the working day.

There has been talk of luxury developments in Bahrain along

Excitement

Most of the excitement in the property business over the next year or so is therefore likely to be in the hotel and residential accommodation field. There are some five hotels currently under construction in addition to those such as the Sheraton, the Hyatt and the Inter-Continental which are reported to be at various stages along the discussion stage. Many of these hotels will have leisure and shopping facilities to let, and most will be run by internationally known chains.

Given the rapid rate of construction in the residential field, it is rather surprising that European developers, with years of experience in putting together development projects, have not been more in evidence. One Bahraini in the real estate business was approached by an English developer who offered the classic package—you buy the land (only Bahrainis or certain Arab nationals can own land), we pay for the cost of the development designed by us, we pay you a certain percentage of the income for a period of years, after which the whole reverts to you. The Bahraini turned the deal down since he was not so optimistic about future rental income.

At present residential tenants under Bahraini law are in a very protected position. Rent increases are in theory restricted to 10 per cent a year if the landlord has fulfilled certain obligations. Also in theory, the landlord cannot demand vacant possession unless the house is needed for his children, principally married sons. In practice a certain amount of give and take has been the order the day.

D.T.

TELECOMMUNICATIONS

Continued from previous page

don in "two or five minutes" lay a cable that can take up to one hour is now the standard estimate. But often the call will come through in half an hour, especially if the operator is requested to try for only a half hour delay. Only rarely does it not come through at all.

The major impact on Bahrain's telecommunications system has come from the upsurge of offshore banking units that have been set up in recent months and the three money brokers that have joined them. The money brokers, in particular, are heavy users of telephones and telex equipment by the very nature of their trade. Marshall's, which was the first international money broker in Bahrain uses an open line to Hong Kong, Singapore, Bahrain, London for certain hours of the working day.

The Cable and Wireless company in Bahrain has recently reorganised itself, partly in order to cope with the influx of new business. It is now in four divisions, of which Bahrain Telephones is one; the other three are engineering, finance and administration. Each division has a manager general managers and the Bahrain organisation is completely separate from the Cable and Wireless companies in other Gulf States.

It is likely that the company will be taken over by the Government in the foreseeable future. At present the Government controls the prices and the company applies to the Government for approval of any changes in the tariffs for its services. Whether the Government will take over just a majority holding in the company, resulting in the case between some of the large British trading houses and private Bahraini interests, or whether it will follow the pattern established with its two major industrial companies, BAPCO and ALBA, has not yet been made clear.

Modern

The fact that Bahrain's telecommunications systems only began after the war has meant that the island has very modern exchange equipment and is technically quite advanced.

The number of telex machines installed has more than doubled during 1975 and increased considerably this year as well. A machine costs around BD396 a year in rental charges, plus a line charge of BD67 and a once off installation charge of BD15,000. Telex equipment is quiet sensitive and there are a great number of non-professional users in Bahrain—businessmen who have learned to operate telexes themselves because their secretaries do not work afterwards, for example. This places quite a strain on the servicing departments; after a breakdown a maintenance crew will turn up in about half an hour (if physically possible) and if it is not possible to mend the machine on the spot, it will be hauled off and a replacement delivered within two hours.

Direct telex connections with most of the States on either side of the Gulf are good, although Qatar still needs operator assistance, as does Iraq and Iranian towns other than Teheran and Khoramshahr. Most of Europe is on a direct selection link as are the U.S. and Canada. Telex traffic has expanded along with the banking community, paid minutes used have gone up by 66 per cent in the course of 1975 but this compares to an increase of 113 per cent in the number of telephone calls made over the same period.

The telex network in Bahrain is capable of being expanded from the present 550 machines to 800 without undue strain, the main constraint on expansion being the availability of cable links. And investment in new cable laying is quite high, it costs around £100,000 a mile to

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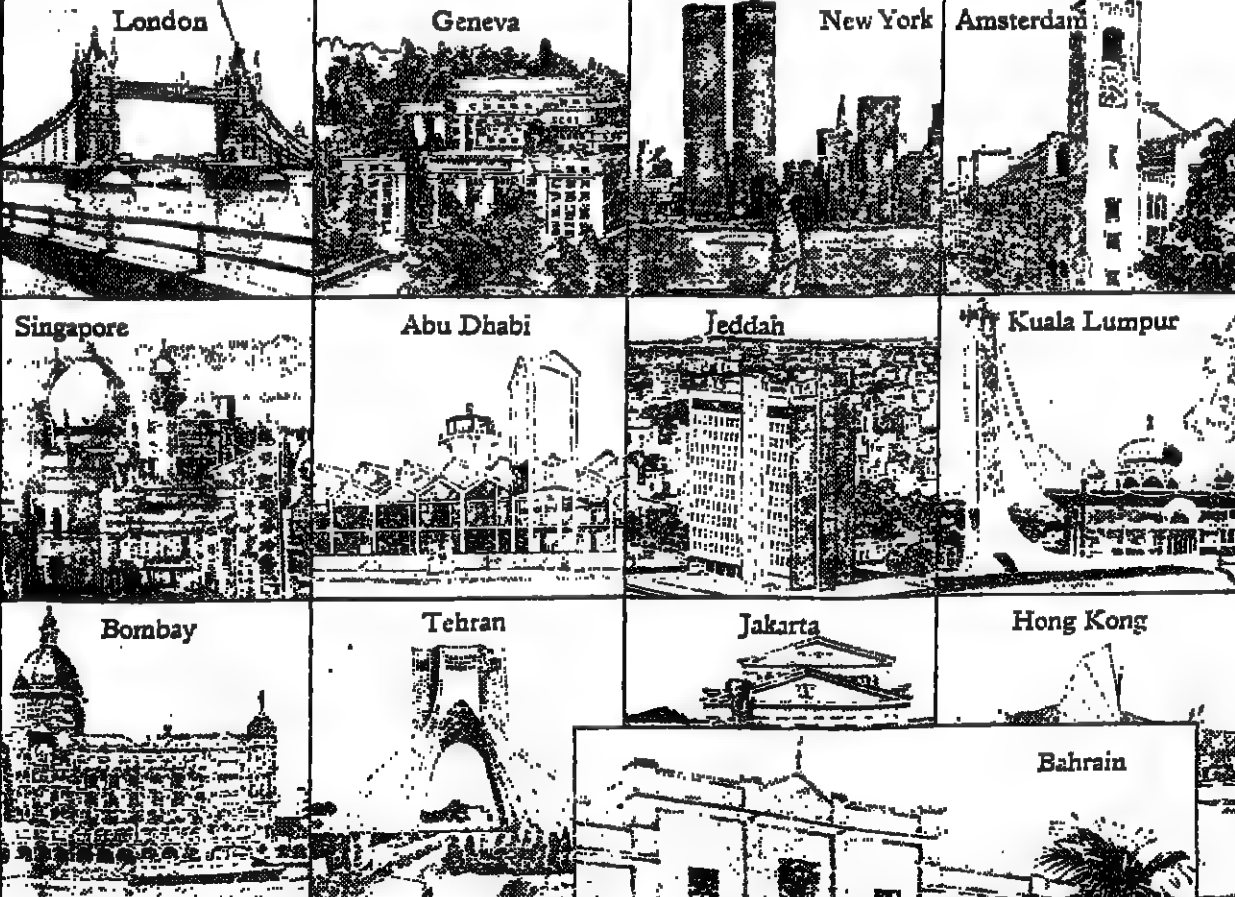
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A dry dock for the Middle East

THE FIRST Pan-Arab industrial venture, the Arab Shipbuilding and Repair Yard (ASRY), looks set to start operations in the second half of next year, some nine years after it was first mooted and four years after the project was given the go ahead by the OAPEC Ministerial Council. However, even before the first very large crude carrier (VLCC) docks at Bahrain, the latest indications are that it could be many years before the yard is fully employed.

This is because a serious over capacity of shiprepair facilities in the Gulf looks inevitable if Dubai and Iran press ahead with plans to build VLCC repair docks of their own. Lacking any facilities at all at the moment, the Gulf could in a few short years have six docks capable of handling VLCCs.

Arab Shipbuilding and Repair Yard Marketing Services (ASRYMAR) which, as the name implies, is responsible for marketing the Bahrain facilities world wide, is in no doubt that there will not be enough business to keep all the yards fully occupied. The result is that the docks at Bahrain, Dubai and Bandar Abbas may well be locked in destructive competition, which will force them to draw heavily on the resources of their respective owners and will do nothing to help political relationships in the Gulf.

The first precise indication of market prospects for the yards derives from a detailed study commissioned by ASRYMAR. This has examined traffic flows in the Gulf during the first half of this year involving oil tankers over 40,000 dwt.

According to Mr. Gifford Ross, chairman of ASRYMAR, projections for 1979, 1984 and 1988, indicate that only about 50 per cent. of the total demand for repairs in the Gulf is likely to be from VLCCs. Some 30 per cent. would be in the 70-170,000 dwt. category and 30

per cent. between 40 and 70,000 dwt.

"This will mean a highly competitive situation and the development of a buyers market. What is needed is some way of consolidating the shiprepairing activities of Arab interests," says Mr. Ross. At the moment, there is no sign of any move in this direction. Achieving a modus vivendi between the three sets of facilities, or better still the abandonment of at least one of the rival projects, will be a highly delicate matter of political negotiation, whose path would certainly need to be smoothed by an improvement in general relations between the parties. In any case, a major complication is the fact that the three yards are being built more for reasons of national prestige than commercial benefit.

Survival

ASRY's chances of survival in any war of attrition cannot be in doubt since it is backed by seven powerful members of OAPEC — Bahrain, Saudi Arabia, Kuwait, Libya, Iraq, Qatar and the United Arab Emirates. Its \$300m. capitalisation is fully written up and the yard starts with \$50m. working capital. It also has the great commercial advantage over the yards in Southern Europe and Singapore, which are its nearest rivals for VLCC traffic, in that it will not be required to service any loan debt nor to make any commercial return on capital employed. Its sponsors have no expectation that revenue will match operating costs for many years.

However, the project's attraction when it was first discussed within OAPEC was always political, representing as it does a "downstream" movement into the oil transport industry. However, in 1968 when a memorandum detailing the project was first discussed within OAPEC, it also seemed that the yard's

commercial prospects might be excellent. With the closure of the Suez Canal it looked inevitable that a large number of VLCCs would be built, and there were few repair yards that could maintain and service them—at that time none between the Gulf and Europe and the Gulf and Japan. It appeared then that no yard could be better located; the Gulf attracted the largest volume of VLCC traffic of any stretch of water in the world, and vessels would be arriving gas-free after long ballast voyages and therefore, ready to go straight into dry dock. Sheikh Ahmed Yamani of Saudi Arabia was OAPEC's first secretary-general when the proposal was made. A feasibility study was encouraged, which concluded that the project could have a promising future. But progress was then stalled by a succession of setbacks. Although the original idea was to site the yard at Dammam, by 1974, when OAPEC Ministers approved the arrangements now underway, the proposed location had been switched to Bahrain, with the Portuguese shipbuilders and repairers, Lisnave, managing the project. Sir Alexander Gibb and Partners and the Portuguese company Profahril were appointed as consulting engineers, and in October, 1975, the \$145m. construction contract was awarded to the South Korean company Hyundai.

Construction is now well under way on the 500,000 square metre site, which is on land reclaimed from the sea and connected to the mainland by a 7 kilometre causeway. The site is at the southern end of a natural reef which forms the eastern boundary of a substantial tidal inlet. In the nearby deep-water area of Port Sitra are tanker berths serving the Bahrain Petroleum Company refinery and the jetty of the Aluminium Bahrain smelter. The yard's design is aimed at maximising productivity and minimising vessel repair times. The initial dry dock and two

finger jetties will provide four repair berths for VLCCs and a discharge quay for yard imports. The dry dock's measurements will be 375 metres by 75 metres and its facilities will provide high-pressure fresh water, grit-sweeping, gritblasting and painting. Equipment will be installed for providing propellers, tail shafts and rudders, while the dock will be served by cranes with lifting capacities of 15 and 100 tons. Two floating cranes will be on site: one with a lifting capability of 200 tons. A 35,000 dwt tanker is being designed to operate as a tank cleaning station, capable of receiving under a continuous segregating system slops, dirty ballast and tank washing water at a rate of 1,000-1,500 tons an hour.

Some 1,500 South Koreans are involved in constructing the yards, and many of these are being trained to form part of the labour force when it becomes operational.

Europeans

Estimated labour requirement is about 1,500, and although the aim is that as high a proportion as possible should be Arab, initially little more than 10 per cent. is likely to be indigenous. Virtually all of the managerial and supervisory jobs down to foreman level will be filled by Europeans. The general manager is Sr. Machado Lopes, formerly of the Setenave yard in Lisbon. Mr. Lyle Craig, a Scot who is an ex-employee of John Brown's on the Upper Clyde and later of Lisnave, has been appointed production manager. Altogether about 300 Europeans have been appointed so far.

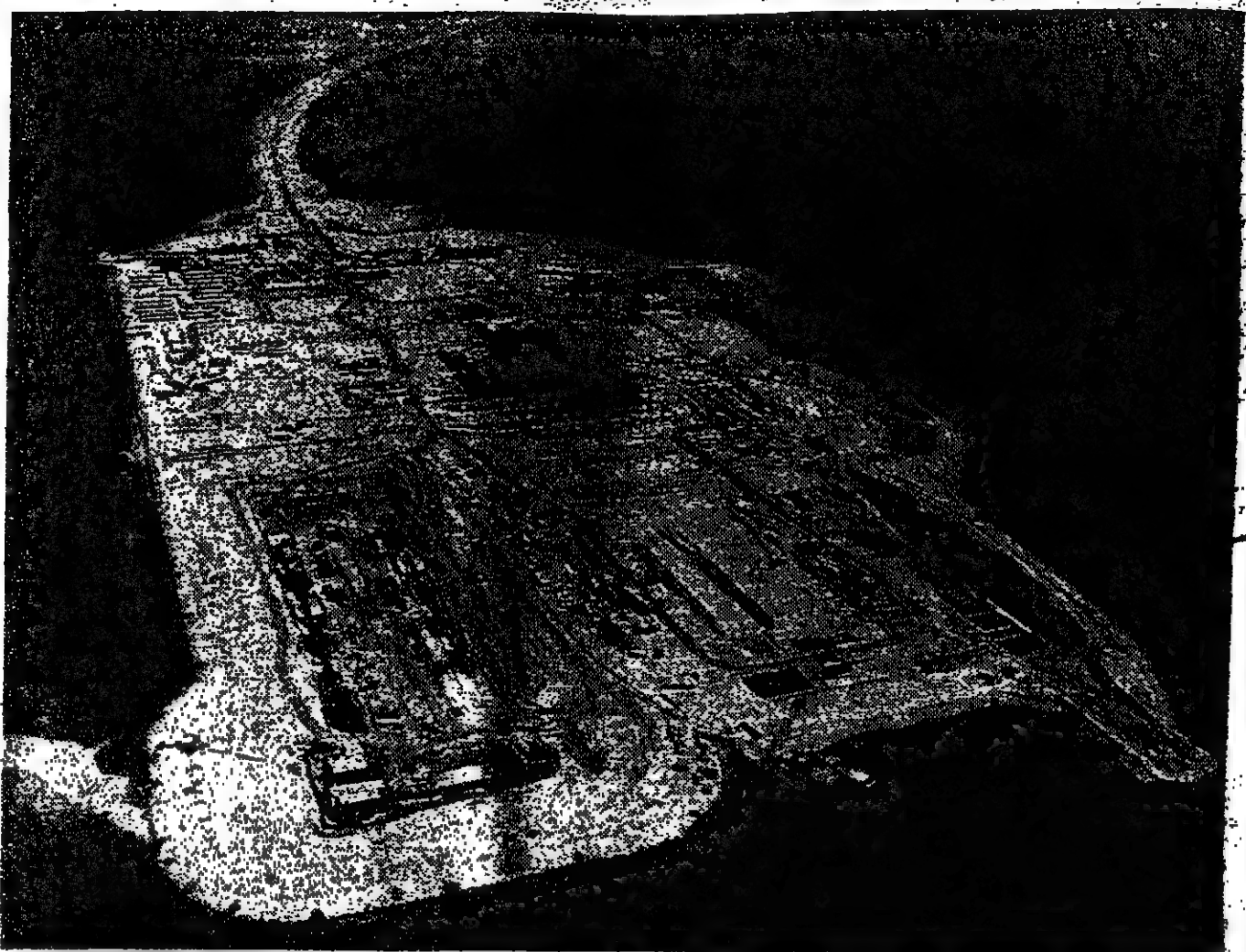
Mr. Ross says that strong interest in the yard is already being shown by tanker operators, and some have even tried to make firm bookings. These are not yet being accepted, but an agency network has been set up and ASRY now has representatives in the U.K., the U.S., France, Benelux, Norway,

Sweden, Denmark, Italy, Greece, Hong Kong, Japan and Brazil. Thus the outlook is not unpromising—but for the threat posed by the possible developments at Dubai and Bandar Abbas. However, Bahrain should have at least two clear years free from competition to establish just how solidly tanker operators are disposed to support an Arab repair yard. All the world's shipping will be watching closely.

John Wyles
Shipping Correspondent



South Korean workers preparing the site for the dry dock, which is shown below in the course of construction.



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A successor to Concorde

WHEN THE Ministers in charge of the Anglo-French Concorde programme meet in London next Tuesday, they will discuss the long-term possibility of developing a second-generation supersonic airliner, and may authorise preliminary studies for such a venture. Such a decision, if taken, need not cause concern that vast new expenditure is about to be committed before even all 18 Concorde so far authorised have been sold.

First, any second-generation supersonic airliner — often referred to as the Advanced Supersonic Transport, or AST — is still a long way away. It will be perhaps as much as 15 years before it ever enters airline service. Even Concorde, which formally began with the Anglo-French treaty of November, 1962, was preceded by several years of discussion and research, so that it has taken nearly 20 years to get from conception to airline service.

Secondly, there is no doubt at all that the AST, when it comes, will be a tripartite development, with the U.S. industry as much involved as the U.K. and France, with perhaps also other countries on the Continent and as far afield as Japan.

A third factor is that no matter how much preliminary discussion there may be about the AST, it will certainly not be built until all the Governments and manufacturers involved have established clearly that a market for it exists. No-one is going to repeat the mistake of launching upon such an expensive venture without the guarantee of enough firm contracts to make it commercially worthwhile.

Thus, it seems highly unlikely that anyone — either Governments or manufacturers — will commit themselves to the poss-

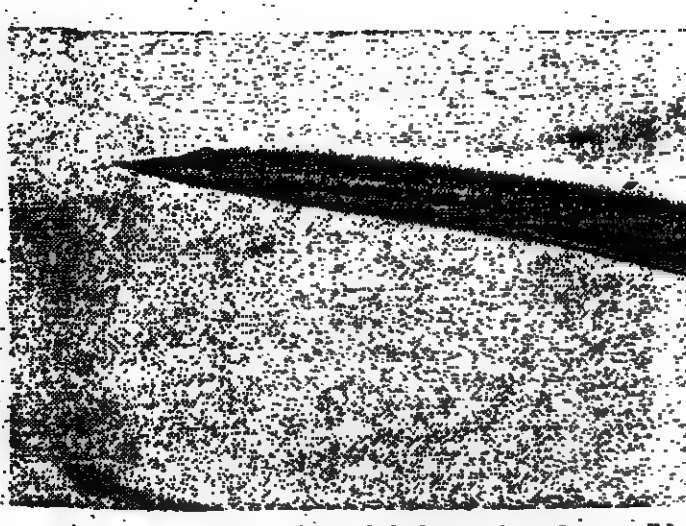
ible expenditure of another £1bn. or so on such an enterprise until everything has been done to ensure its success.

The purpose of the two Governments is to capitalise on the vast amount of work done, the knowledge gained and the money spent on Concorde. It has been accepted that the £1.2bn. spent on the research, design and development of Concorde is not going to be recovered directly through sales of production aeroplanes, even if demand does improve over the next few years, and further aeroplanes are ordered beyond the 16 already authorised by the U.K. and French Governments.

Acceptable

Estimates of the possible market for Concorde vary widely, from no more than 30 aircraft through to a possible 50 in the 1980s, depending entirely upon the airline service and the communities around airports. So far, with limited passenger services to Washington from London and Paris, to Rio de Janeiro and Caracas from Paris, and to Bahrain from London, the aircraft is performing well, with high load factors (sometimes reaching 100 per cent.) enabling it to cover its direct operating costs, and with fewer noise complaints than many have feared likely.

This encourages the makers, the two governments and both BA and Air France to hope that some time in 1977 the aircraft will also be allowed to land in New York, and be able to fly to Singapore and Australia and the Far East. They believe that by expanding the network in this way they will be able to demonstrate even



An artist's impression of a possible Advanced Supersonic Transport, by McDonnell Douglas of the U.S.

more conclusively that Concorde is not the monster many had feared, but just another aeroplane, smaller than a Jumbo Jet, which in spite of its greater speed can fit into the world's existing air traffic system without disruption. This, they feel, together with continued profitable operation, is the best inducement other airlines can have to buy Concorde.

The fact that manufacturers in various parts of the world are already thinking in terms of an Advanced Supersonic Transport indicates that there is now a growing acceptance that the supersonic era has arrived, and that much though its advent was feared and criticised, there can be no turning back.

It is argued that, historically, the development of transport demonstrates that once a means of linking two places has been firmly established, it generates its own momentum, albeit slowly, and no-one really wants to — or even can — go back to former slower modes of travel. In air transport few,

if any, want to return to transatlantic piston-engined airliners, while many of today's travellers could not run their business lives if they were obliged to travel long distances by sea.

It is increasingly recognised, therefore, that long-haul supersonic air travel is here to stay, even though its spread throughout the world will take time. The designers, in turn, are already looking at ways of improving on the first-generation aircraft, and many studies have been undertaken in the factories of British Aircraft Corporation, Aerospatiale, Boeing, Lockheed and McDonnell Douglas. The consensus is that what is really needed to make supersonic civil aviation pay is not necessarily a faster aeroplane than Concorde, with its 1,300 mph. (or about twice the speed of sound), but a bigger one, capable of carrying twice the Concorde load of 100 passengers a time. While faster speeds may come eventually, there is no significant commercial benefit to be gained from them just yet.

But there is a big advantage to be gained from building a 200-plus seater, which could revolutionise the economics of supersonic airliners.

The technical ability to design and build such an aircraft exists already in the aerospace industries of the U.S. and Europe, which are already working well beyond the frontiers of supersonic civil aviation in the fields of hypersonics for space ventures, like the U.S. Space Shuttle re-usable space transport system and the manned Space-lab that will go with it. In shape, a 200-seat AST would probably look very much like Concorde, with a larger, longer fuselage, and bigger delta-shaped wings.

The biggest problem would probably be in the development of the engines. Not only would these need to be larger, and have more thrust than the existing Olympus 593 which powers Concorde, but they would also need to be much quieter (so as to meet the increasingly

stringent noise requirements likely in the 1980s and beyond). They would also have to be much more fuel-efficient, both because of rising fuel costs and the possibility of shortages around the turn of the century.

While it has been suggested that any second-generation supersonic airliner might use other types of fuel, such as liquid oxygen and hydrogen, the difficulties and expense involved in producing these in sufficient quantities, and of making them available commercially at airports round the world, would be so great that they are not likely to be employed in any AST.

The case for developing an AST, in fact, must depend on its practicability in technological and commercial terms. It is for this reason that when Mr. Gerald Kaufman, the Minister for Aerospace in the Department of Industry, meets Mr. Marcel Cavallé, the French Transport Minister on November 2 in London, they will be discussing only the possibility of asking their technical and economic experts to

collaborative programmes now under way, for example, the Panavia Tornado Multi-Role Combat Aircraft — while virtually every big aerospace company in the world has built up a massive background of technical research knowledge from civil, military and space activities.

Not until all these factors have been analysed will it be possible for the experts to lay before the Ministers a blueprint for an AST that spells out its possibilities, its prospects, and the cost of undertaking it. There can be no question of any leap into the dark: the entire venture will have to be minutely prepared and costed before any political approvals can be given. Once any such paper study has been completed, perhaps some time towards the end of 1977, there will inevitably follow another long period of political deliberation, so that any final go-ahead — which is by no means certain — does not seem likely much before the end of 1978 or even sometime in 1979.

What is certain is that by then, the politicians will be able to see much more clearly what has been happening to Concorde. For by 1979 it will have been in service for three years and will have either proved itself beyond all possible doubt, or demonstrated that it is an economic and sociological disaster. It is that factor, more than any other, which will influence the final decision on the AST. Only if Concorde has then settled in an acceptable and profitable niche in the world air transport system will anyone — makers, airlines, Governments and travelling public — feel inclined to embark upon the next step forward in supersonic civil aviation. And even then, the AST is not likely to appear on the world's air routes until some time in the early 1980s.

Experience

On the economic side, it will have to assess future air transport trends, aerospace manufacturing costs and airline and aircraft operating costs. In addition there are the sociological factors, chiefly noise and pollution. On the political side the study will have to consider questions like: international collaboration, and how the cost burden and workload would be divided between the partners.

There is, of course, an immense reservoir of technical knowledge and commercial experience upon which to draw, not only with Concorde itself, but with the other large international

Letters to the Editor

Cures for inflation

From Mr. G. Bonnin.

Sir—The official cure for inflation seems to be nowadays to increase investment. Investment is no doubt a good thing and might have a beneficial effect generally in one, three or four years. But for the time being, investment can only increase inflation.

The various cures for inflation remind me of the various cures for slimming. "Eat fat and row slim" say some. Well, it is not impossible that in some circumstances some individuals might have grown slim that way, but as a rule those who eat fat row even fatter.

One way to lose some unwanted financial fat is to increase taxation. I know that a direct taxation in this country is at a fairly high level, but indirect taxation is in no way as high as it could or should be. If we give a concrete example: why not put VAT at 33.3 per cent. on motor cars as circumstances permit? What would be the result? More income for the Government, fewer British cars sold abroad and fewer foreign cars imported. Is it not the sort of trend we would wish to encourage?

And from the point of view of the individual, it would have a salutary moral effect, because it would penalise the "spender" while so far the "earner" has been penalised.

I. Bonnin.
Nautiche, S.E.18

One way to save the £

From Mr. Mas Settemoull.

Sir—So much has been written on how to save the pound, that I hesitate to draw your attention to an approach which has been very little discussed if at all.

I am thinking of the physical through-put time for goods, from the moment it arrives at a British port or is dug out of the ground to the moment it is consumed or re-exported or put to use in an investment project. Everyone would agree that this vital through-put time is today unnecessarily long.

If it could be shortened by, say, a few weeks and held there, the effect on the currency would be of the same order as the IMF loan.

to achieve this, real action in the real world is required. In millions of people, from shopkeepers, from the famous Spirit of the

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although he could well have added heat pumps to solar heaters.

All these devices stop working at just the time when the load on the electricity system is highest. The need for short-term heating at low capital cost can only be met by electricity. But it is just this kind of demand that calls for the building of more and more expensive nuclear plants for generating electricity that cannot be used at other times. And which at all times throws away as much heat as can be used for generating electricity.

For every kilowatt used in the home and industry two more are thrown away at the power station, nuclear or otherwise.

Dr. Lucas made a point in favour of combined heat and power—the one technique that makes total energy out of any fuel. He could have gone on to say that extensive use of this technique would prevent the need for proliferation of nuclear generation and also such mistakes as taken today by the Friends released today by the Friends of the Earth, who cry "Wolf" too often and offer little or nothing in its place.

The electricity and gas industries are just as partisan as Mr. Silver, just as determined to pursue individual interests. Mr. Silver can show his potential customers that his installations are as reliable and are more economic over their lifetime than alternatives, and that those customers are aware of the alternatives and their implications. The is providing those customers and the community with a useful service.

However, with his lack of knowledge of electricity generation, costs and utilisation economics, and with his misguided series of figures, Mr. Silver does disservice to his company and the public.

A. R. Croucher,
77, Downs Road,
Northfleet, Kent.

The magic is now over

From Mr. Stephen Osgood.

Sir—I read with interest Mr. Silver's letter (October 28). As a practising architect I have seen the effects of such successful persuasion of clients for new buildings to have domestic hot water solar pre heaters incorporated into designs only to find at contract stage that specialists are unprepared to tender for the supply and installation, except on a strictly experimental and costly basis.

The myth and magic of solar heating is now over. It is time to be practical. Either systems are being marketed or they are not. So where are they all hiding?

Stephen Osgood.
Howell Killick Partridge
and Partners,
20, Old Pye Street, S.W.1.

Basic energy costs

From Mr. Norman Jenkins.

Sir—It is inevitable that proponents of solar energy devices and, equally important for exactly similar reasons, heat pumps cannot see the crucial importance of reducing simultaneous maximum demand on the electricity generating system. Mr. Silver (October 28) should withdraw his reference to "utterly misguided blessings" when these warnings are only too well considered and true. Dr. Lucas (October 28) is perfectly correct in all he says.

buyer should negotiate with the supplier's credit manager for some temporary help (presupposing his long term financial condition so recommends) and be willing to pay for the facility he obtains in the same way he would from a bank.

W. V. Adams.
12, Queens Square, Brighton.

Built but not managed

From Miss F. M. Bettelheim.

Sir—Your pages have featured many complaints by, and complaints about, the construction industry, with special reference to its labour force (for example, "Construction's Troubled Tale", October 22).

Having recently built a house, I do indeed agree that there are problems — but I see them differently. We had some lazy, incompetent labour, but most of the labour was good or even quite first class. Management, however, was almost uniformly abysmal.

Forethought, planning, organisation and leadership qualities were conspicuously lacking. Take work scheduling: there were constant minor crises as men arrived to find no materials, the wrong materials, insufficient materials, defective or unsuitable equipment; as items were brought to the site, taking up valuable space, without the men to handle them; as the resources for the task after next turned up to find the vital link missing. Not only did this slow down operations; it had a deplorable effect on the morale of the men. So also did the arrogant assumption of authority by superior who were not prepared to recognise the limits of their own expertise, particularly in the trades. Considering the publicity given to management techniques, the mishandling of the labour force was staggering. Those in charge proved themselves unable to give clear instructions, to make the most of the ability and experience of their disposal, to provide help and encouragement where needed, to judge performance, to act swiftly and decisively when someone failed to come up to standard.

Let it be thought that I retired exceptionally. I hope the supervisors were all people with many years in construction and of good reputation and at the top there was all the polished professional management could hope for. They just did not know how to manage.

F. M. Bettelheim.
9, Lynne Walk, Esher, Surrey.

Methods of accounting

From Professor D. R. Middleton.

Sir—Michael Lafferty (October 13) is not entitled to say "the accountants' own current purchasing power system was broadly rejected by most companies in 1973-74".

In September 1973 the CBI agreed that the KDS proposals should be adopted by all quoted companies and by all corporations in the public sector.

The Sandilands Committee sent a questionnaire to a representative sample of companies, and reported: "Two thirds of the (115) respondents in the corporate sectors consider the technique proposed in KDS is preferable to any alternative method of inflation accounting. In particular, 71 per cent of quoted companies responding, and 86 per cent, of smaller companies, said the CPP statement would be useful for determining 'real' return on capital."

Increases in food prices

From Mr. M. Buckland.

Sir—In your edition of October 20 you quoted Mr. Pierre Lardinois as stating that the green pound was 37 per cent above other EEC rates and that devaluation of this is one stroke would add 28 per cent to many food prices. I think these figures are wrong. I calculate that the real pound is some 37 per cent below the green pound and devaluation to this extent would cause an increase in prices of 38 per cent.

Given that the basic CAP (Common Agricultural Policy) prices are liable to increase by the usual 8 per cent, next summer: that next year will see the last two major transitional steps towards full CAP prices and that some devaluation of the green pound will take place before the end of next year, it seems more than likely that the CAP prices applying in the U.K. will have doubled in the last two years of the transitional period up to December, 1977. Thereafter there will continue to be enormous increases in food prices with the usual increases annually in the basic CAP prices plus further steps towards the full devaluation of the green pound.

M. J. Buckland.
Racelade,
Maudslayi,
Mr. Bishop's Stortford, Herts.

Profit-sharing incentives

From Mr. W. Grey.

Sir—Geoffrey Owen in Lombard "The Times and Industry" (October 8), described the idea of tax relief to encourage voluntary employee profit-sharing schemes as "a notable U-turn from previous Tory practice—as 'not a panacea for all industrial relations ills'."

But then who would ever lay claim to such a panacea in the first place? Surely any contribution towards remedying those ills is valuable at the best of times. Surely, too, few are calculated to promote that great unified effort for which Ministers have called in our hour of need more effectively, and would do so at less real cost to the Exchequer and with more lasting benefit to the rest of us.

And if it is judged at the present time that part of that benefit must be deferred, albeit at the expense of some loss of immediate incentive, then again such schemes provide a ready-made instrument for the purpose.

Given the added advantage of a near-automatic incomes policy within a framework of free collective bargaining and of proper rewards for sustained effort, Mr. Owen's suggestion that "at least the tax structure should facilitate the introduction of these schemes" does encourage them "at least the very least the situation demanded."

W. Grey.
12, Arden Road,
Finchley, N.4.

To-day's Events

GENERAL: Mr. Roy Mason, Northern Ireland Secretary, attends security review, Stormont.

Mrs. Shirley Williams, Education Secretary, addresses Walsall North by-election meeting.

Mr. Edward Heath M.P. speaks in support of Conservative candidate in Walsall North by-election campaign.

CBI Employment Policy Committee meets.

Fares on U.K. internal air routes rise by between 44 per cent and 124 per cent.

Sir Arthur Hawking, chairman, Central Electricity Generating Board, is guest speaker at Coal

Industry Society lunch, Hyde Park Hotel, S.W.1.

British Paper and Board Industry Federation trade mission to Australia and New Zealand arrives in Adelaide.

Lord Mayor of London attends Age Action Year project prize-giving, Mansion House.

Exhibition of Turkish and Egyptian stamps opens, Gibbons Gallery, Strand, W.C.2, 9.30 a.m. (until November 30).

PARLIAMENTARY BUSINESS: House of Commons: Appointment of Select Committee to investigate allegations against Mr. David White, Secretary of State for Wales, remaining stages, Possible debate on Welsh affairs.

House of Lords: Secretary of State for Wales, remaining stages, Possible debate on Welsh affairs.

Harbour Order Confirmation Bill, and Aircraft and Shipbuilding Industries Bill, report stages. Supplementary Benefits Bill, third reading. Insolvency Bill, consideration of Commons amendments.

COMPANY RESULTS: Golden Hope Plantations (full year).

COMPANY MEETINGS: See Week's Financial Diary on page 11.

SPORT: Tennis: Dewar Cup, Sobell Sports Centre, Haverley Road, N.7. Ice Skating: Richmond Trophy, Richmond.

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OVERSEAS MARKETS

EUROBONDS

Dearth of new issues firms prices

BY TONY HAWKINS

LOWER PRIME rates in the U.S. and the continuing reluctance of top quality borrowers to take the plunge pushed prices ahead again on the Eurobond market last week. This trend was probably more pronounced in the Eurobond sector than elsewhere with currency considerations and the sharply firmer domestic market influences playing a significant role.

Wherever one goes, the story is the same: too much investment money chasing too few new issues. Late last week the dollar market was enlivened by the tremendous popularity of the Canadian National Railway issue, increased to \$85m, from \$75m, and there was lively speculation about its pricing with suggestions that CNR might appear at a premium.

Today, New Zealand is expected to announce a \$100m bond issue which is likely to prove very popular in the light of the success of the recent New Zealand Euromark issue which was priced at 101 on a coupon of 7 1/2 per cent. In the market it was being suggested that the New Zealand issue would have a coupon of about 8 per cent, with a seven to 10 year maturity.

Also announced today is the \$15m convertible issue for Rioch of Japan. This has a 15-year maturity and carries an indicated coupon of 8 1/2 per cent.

Eurobond Turnover

Week ended	Nominal value	Oct. 29	Oct. 22
Credit	\$56.8	\$51.2	
Debt	\$78.4	\$45.6	

The Ordinary shares on the Tokyo Exchange, coming at a time of disenchantment with equity investment, the net result was a Friday price of 95/96, which must have left many investors with sorely burned fingers.

Although the Rioch issue is a small one the case for realistic pricing in regard to the conversion premium is strong in the light of experience of Sanyo and Sumitomo.

Nippon Fudosen Bank, which announced a \$20m, five-year bullet bond issue last week has halved the size of the offer

Indices

NEW YORK - DOW JONES

	1978										Nincombin (1978)			
	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	High	Low	High	Low
Industrial...	894.85	902.88	906.18	948.16	956.00	956.76					1014.78 (21.6)	880.71	1051.79	81.22 (91.62)
Household...	86.50	86.01	87.00	86.00	85.86	87.71	88.09				100.00 (25.9)	85.88		
Transport...	810.87	807.51	807.64	100.89	966.28	965.29					100.00 (18.7)	872.50		18.33 (76.66)
Utilities...	96.84	97.42	96.89	98.86	96.24	96.18	96.02				100.00 (21.9)	84.5	102.50	10.58 (50.14)
Crediting...														
000*	17,058	18,939	16,786	18,489	18,510	17,976								22,443

* Rate of return obtained from line 1

The Travel Industry

Although some areas of the travel business have been hit very hard, the overall situation for the industry is better than most people had expected.

Show stays on the road

Over the past decade a subtle but important factor seems to have entered the holiday market. The annual break was traditionally regarded as an extra something that was taken because there was a little money left over. There are now signs that many families regard the annual holiday as of major importance. Research indicates that some families are willing to put off replacement of the family car, or television set, but they give up the annual holiday with marked reluctance.

Tempting

It is always tempting to be pessimistic about the prospects for the travel industry, since the industry itself is so heavily populated with optimists, or at least was. A season rarely started without talk of growth, and when this growth failed to appear so a few names left the lists. The great survivors are those who have shown themselves to be the realists if not the pessimists. It is arguable that the Thomson masterstroke was not getting involved in wide-bodied jets, however tempting this may have seemed

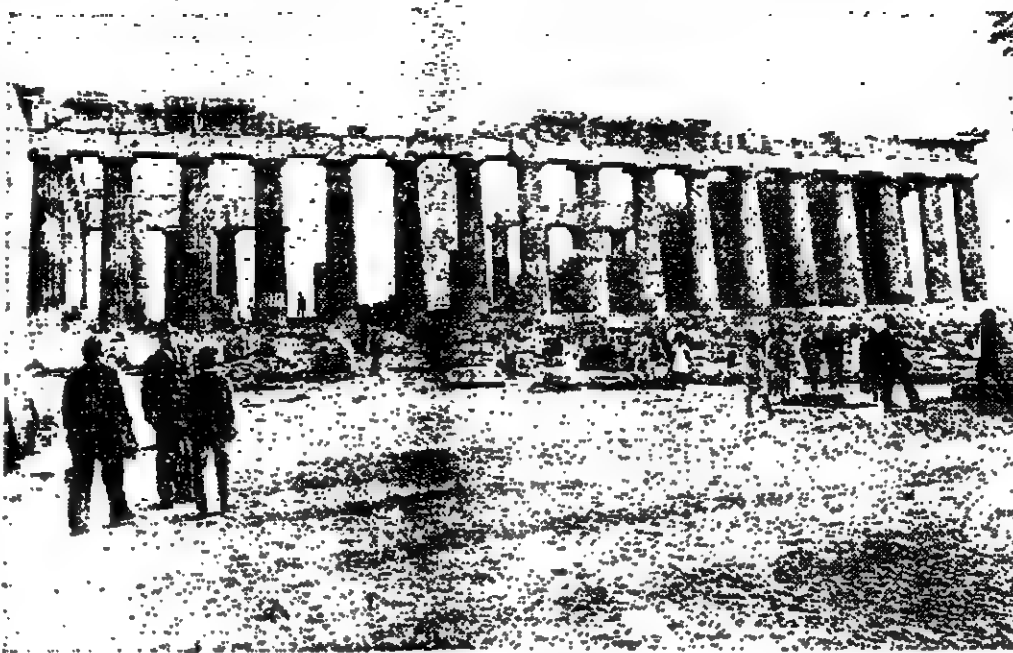
**This Survey was
written by
Arthur Sandles**

hard core" of the business surprisingly resilient.

It would be tempting to say that this resilience, once demonstrated, is likely to be a permanent feature, but that may not be the case, and there is a danger of long-term damage being done. Inevitably there must be concern that money that is being spent at the

There may have to be a great deal more of that realism for a year or two if the major operators and airlines are to survive.

. If one takes a longer view,



The Acropolis—a perennial attraction to tourists in Greece.

however, the inevitable conclusion is that things cannot always be bad. It must be assumed that the British economy will bottom out at some time. The real guessing game comes in estimating when, and to what level it will have sunk before the turn comes. Even now, in tourism terms, there are marked gaps between British performance and the characteristics of other markets in terms of holiday spending, numbers of holidays and the like. This provides considerable room for growth.

For the moment, however, the members of the Association of British Travel Agents are pre-occupied with other matters. The whole basis of ABTA is

being questioned as a result of recent moves on the political front. There are some who suggest this may be the last convention to be staged by the association in its present form.

ABTA's strength goes back to the sixties. At the time tourism was booming and, in common with boom industries throughout history, some of the bubbles burst. Names such as Fiesta and Omar Khayyam featured in the headlines. Tourists were stranded the pictures of customers hammering at barred doors in the vain hope of get-

ing their money back were a common sight. The travel industry was getting a very bad name. So bad indeed that travel industry leaders were told to clean

up the business within one year
or have the Government do it
for them.

The result was Operation Stabiliser. In effect this is a mutual guarantee scheme. Members of ABTA trade only with other members. In other words ABTA retail shops only sell the products of ABTA tour operators and in return the tour operators only sell via ABTA outlets or direct to the public. If any members gets into financial difficulties the other members rescue his customers. Membership involves a measure

The Government of the time was delighted with the scheme and it seems to have worked although added sophistications

such as bonding, have been added since. As present president Mr. George Skelton says: "It has worked. We even managed to handle the Clarksons' collapse and the customers have now got their money back."

Whatever the beneficial effects of Stabiliser it is clearly a restrictive practice, and has been registered as such. The Office of Fair Trading now has to decide whether or not it feels Stabiliser to be in the public interest, and the whole affair may end up in court—if ABTA decides it is worth the cost of a fight.

The arguments against stabiliser are that it insulates the retail industry in particular from competition, and thus arguably the consumer may be prevented from getting better service from new blood. It is said that the public is now protected both by bonding and by the Air Travel Reserve Fund. The final argument is that if there is a need to protect the public further, the Government should license traders rather than agents could be licensed in the same way as pubs and supermarkets get liquor licences.

The arguments in favour are: Stabilisers are that it insulates well so why spoil it? Entry into travel retailing is not restricted, and if you are financially secure and can recruit some trained staff there is nothing to stop you joining ABTA and starting in business. A licence system would involve bureaucracy where none has been necessary in the past.

It is these points that the Association's members, and the Officer of Fair Trading representatives, will be discussing this afternoon and there is little doubt that the discussion

will get a little waspish, ABTA members generally seem to be having a spell of industrial backlash against the spread of consumerism and the intervention of Government.

It is interesting to note that this session of the conference, which is of considerable public interest, is not being opened to the media. Doubtless the question of how the public are to be treated in the future is regarded as too important for them to have access.

Debate

Linked with the Stabiliser debate is the question of resale price maintenance. RPM in the travel industry has been crumbling lately and the general view is that it will probably disappear completely soon, either thanks to outside pressures, or simply because the tour operators in particular will abandon it unilaterally. The implications of this on trading will be dis-assured elsewhere, but it has a direct bearing on the question of Stabiliser. There must be some doubts over the willingness of ABEA members to rescue the idea of an ABEI member company which has driven itself into difficulties by over-enthusiastic discount trading. Why should other companies help out the clients of an organisation which has under-priced them on a non-commercial basis?

ABTA has a habit of tearing at itself during the convention period, but of emerging fit for further fights. Whether it can do so this year remains to be seen, but with 2,500 British travel industry personnel in Athens for a week there could be a lot of action.

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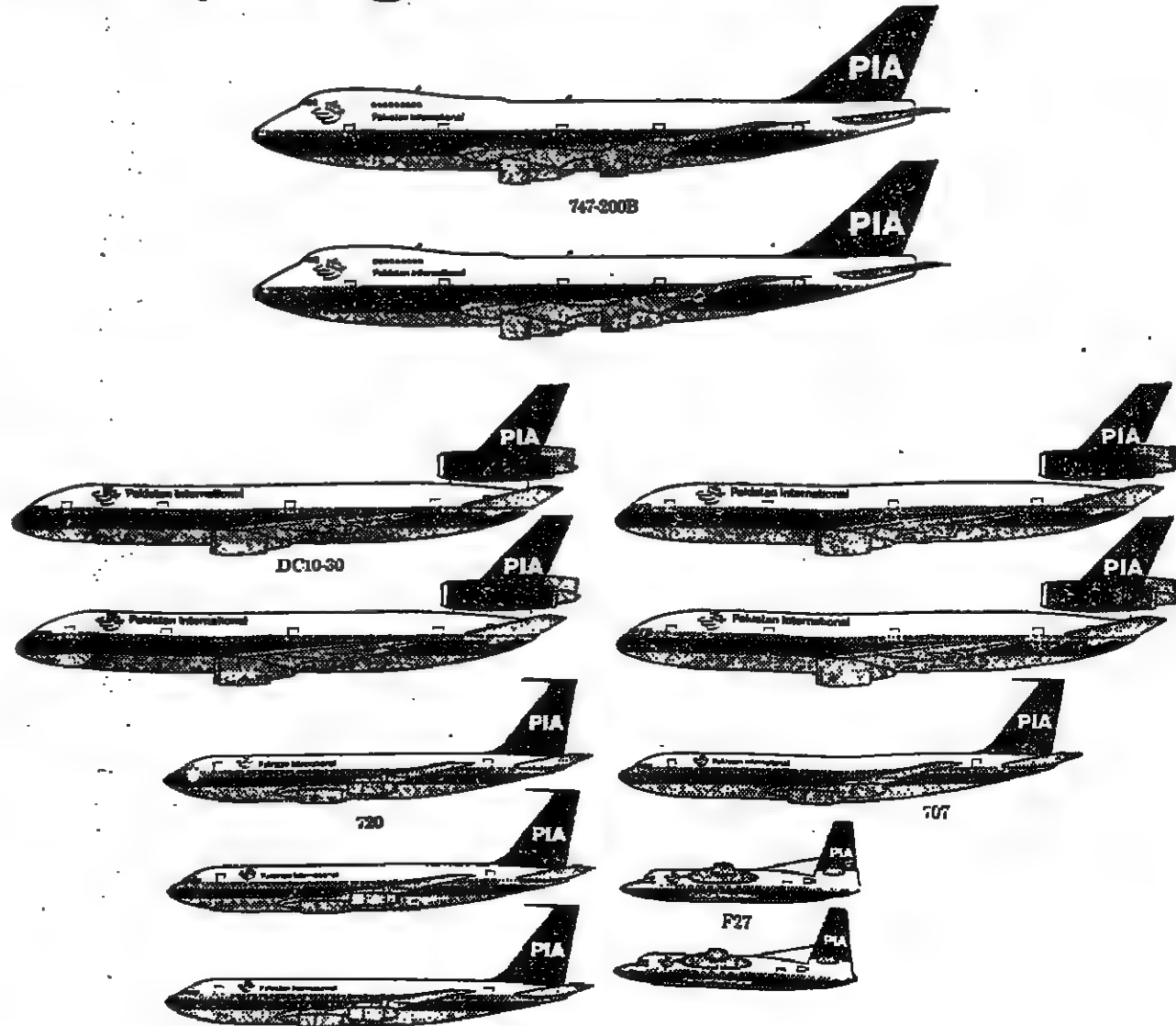
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کتابخانه ملی ایران

Airlines get back on course

STINGS ARE beginning to look after for the world's airlines. In Britain both British Airways and British Caledonian are talking in terms of better financial performance, and in America an opinion poll shows that the airlines are the most popular of the two companies are even now saving their way towards the 10 per cent. return on investment which the Civil Aeronautics Board uses as a target when it assesses the viability of the industry.

What has happened is that airlines are learning to live with over-capacity. It must be remembered that the present generation of wide-bodied jets was conceived almost as far back as the never-had-it-so-good days, and they were certainly ordered by the airlines when the charts showed air travel to be growing in size. The British travel industry will recall that those were the days when Court Line was getting into the Tri-Continental game.

Suddenly the marketing scene changed. Fuel prices soared, currencies fluctuated, Europe and North America were hit by unemployment, and there was an almost universal fall in the disposable income of both the tourist and business travellers. The airlines were left all dressed up, and nowhere particularly to go.

Against this background, attacks on aggressive marketing by State airlines such as British Airways are almost naive. BA found itself with jets it really no longer needed, and was thus forced to sell the seats, some cheap, either the taxpayer or the traveller had to pick up the bill.

Determination

It is this new determination by both airlines and the Governments which stand behind them, to make sure that there are profits at the end of the day which is leading to much of the conflict that is going on internationally at the moment. Differing views about how to tackle the basic problem of over-capacity are shaking the very foundations of IATA (the international Air Transport Association) and causing the sparks to fly between Britain and the U.S.

The dispute between London and Washington at the moment is about the pool on the North Atlantic routes around the Bermuda agreement. This was signed soon after the ending of the second world war. The American objective was to introduce some sort of order into a potentially chaotic post-war airline industry, and the British aim was to secure enough routes for the U.K. airlines so that when they recovered they would not have been already swamped by those of the U.S. In broad terms the Bermuda agreement allows the countries to ration the number of carriers on a route, and to enter reciprocal

agreements so that each country has in theory the same opportunity.

The British are complaining that in practice the Americans have got the better end of the deal: that Pan Am and TWA carry far more passengers than British Airways and that there ought to be a deal over capacity rather than carriers. As an indication of a determination to enforce this policy, the U.K. has indicated that it will instruct airlines coming to Britain to limit their capacity, regardless of what the Bermuda agreement says.

The reason why the two sides have not been able to see eye to eye — and although they are no longer shouting at each other in public the private negotiations are by all accounts going very badly — is that there is a basic difference in commercial and political philosophy. The British believe that the U.K. airlines must make money and that the best way of doing this is to reduce capacity by mutual agreement to a level where the number of seats offered and the number of passengers buying is more evenly matched.

The Americans want their airlines to make money, but feel that the best way of doing this is to let market forces have their way. In the end the weaker companies will fall away and those that remain will make money.

This is a terrible oversimplification, of course, but it illustrates the divergence of view and the difficulty that the two sides will have in meeting half way. In backing up their case the Americans point out that it is their country which generates the major part of the custom between the U.K. and the U.S. (by about five to one) and that on this basis Britain gets more than her fair share.

In Europe the "pool" system of airline co-operation is almost universal. Under this system the airlines share all receipts on a particular route, regardless of the airline chosen by the passenger. The shares are not necessarily equal, but there is nonetheless a share. This practice would be illegal in the U.S. and it is the concern that Britain is trying to introduce some sort of pool on the North Atlantic routes that is most worrying the American authorities.

Part of the reason for the even greater enthusiasm for airlines to make money these days is that they need some fat in order to buy new equipment in order to keep the aircraft building industries of both sides of the Atlantic in existence. As the British are well aware, particularly after the Concorde experience, there is little enthusiasm for Government to spend money supporting industry, even if that industry is state-owned. In the

U.S. the attitude is the same, and talk of the airline business having to turn to Government for support has received a very cool reception.

Therefore the airlines now have growing support from Governments the world over for higher fares to be charged to the passengers. Although there is apparent reluctance for this to happen too quickly, Government realise that unless the airlines can get a higher return they are not going to be able to afford the new generation of jets which should be ordered some time during the next decade.

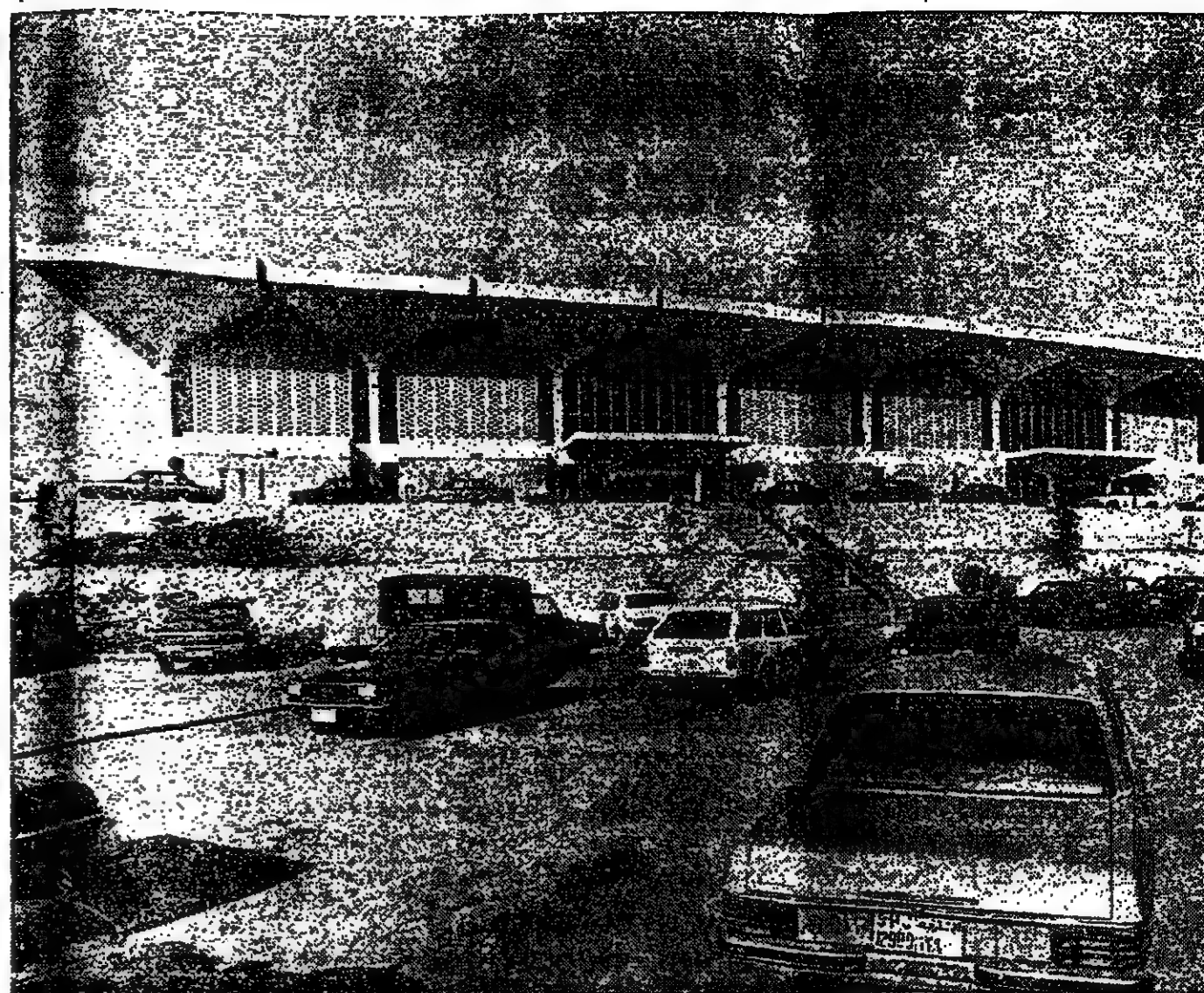
Maintenance

United Airlines has already spelt this out most forcibly in the U.S., saying that Washington is either going to have to allow higher fares, or subsidise, or nationalise or let the fortunes of Boeing wilt a little.

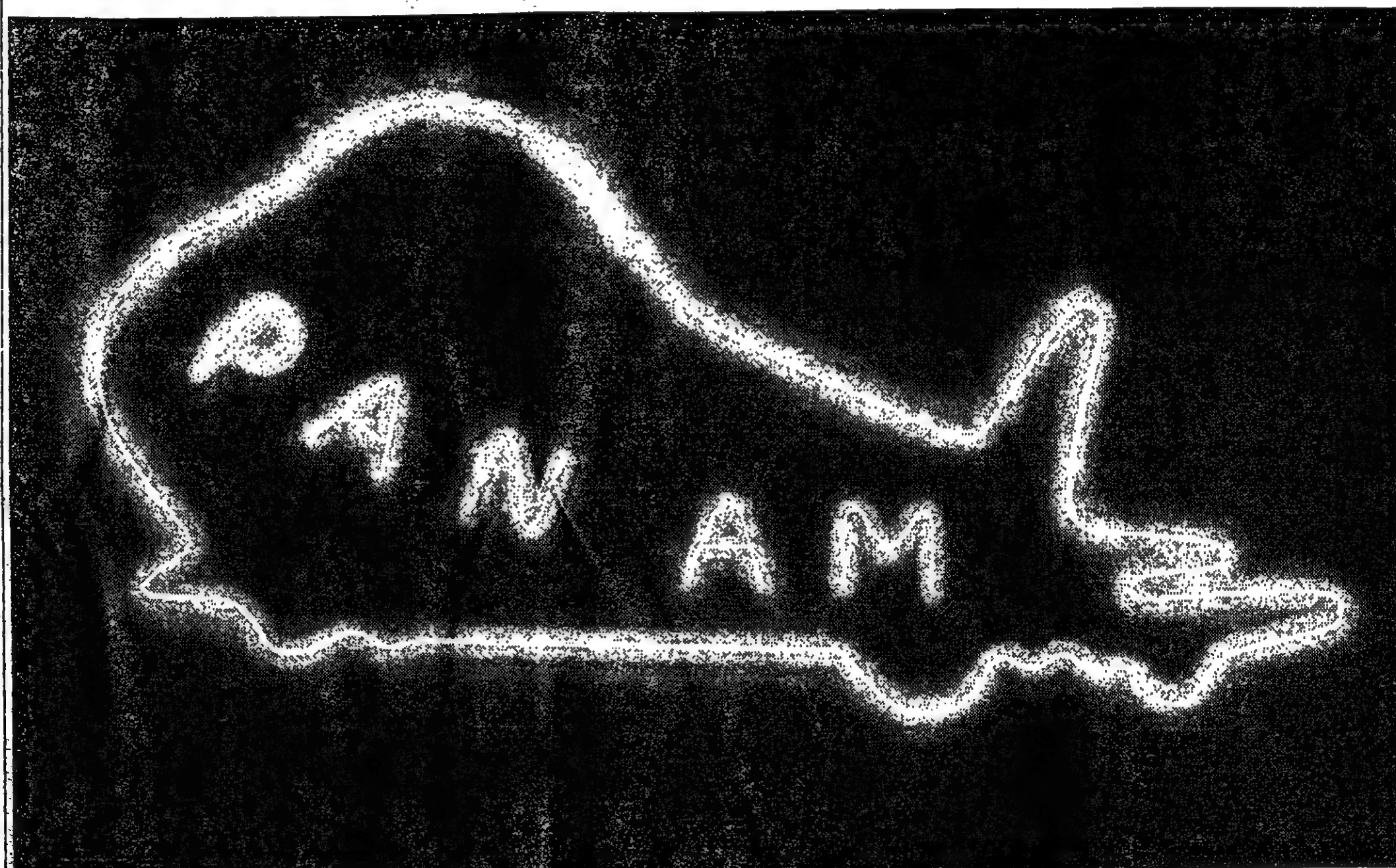
Aircraft do not last forever.

Over the years the maintenance bills grow as compulsory renewals and refurbishings take place. A 1959 707 may seem a bargain until the buyer has a look in the log book and finds that the main spar needs replacement. That may be why the log books of some older aircraft are conveniently lost.

But if airlines passengers cannot hope to see the day when the average level of air fares falls, they might at least hope the time will arrive when the present chaos over fares is simplified to an extent that travel agents can understand the rates, never mind the public. The proliferation of different fares seems to have provoked such resentment among passengers as to be counter-productive. The growth of the bucket shop ticket has grown in parallel with the expansion of the range of fares as people struggle to find a loophole in the net. IATA may have been too busy looking at its own navel to have noticed.



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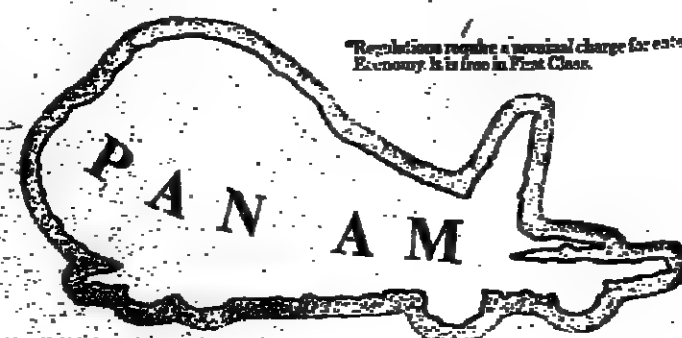
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Agents

CONTINUED FROM PREVIOUS PAGE

taken away much of the cream, and the strain is beginning to tell.

Small agencies have little room for cost-brimming. In order to retain ABTA membership a retail outlet must have at least two trained staff and have acceptable standards of accommodation. Part-time staff are not allowed.

Travel agents therefore feel themselves in no condition to deal with the change in business which might be brought about by the abandonment of Stabiliser (see introductory article) or the ending of resale price maintenance. These changes would, many of them feel, lead to the intervention of agents who have so far kept out of the travel business, and perhaps to the extension of direct selling by the airlines and major operators.

A discussion paper prepared for ABTA by consultants Robertson Parker and Associates suggests that some at least of these fears may not be justified. It is argued that the ending of Stabiliser and RPA would split ABTA into two voluntary bodies, one of them for agents and the other for wholesalers. Neither would be able to compel membership as a condition of trading.

The consultants feel that major retail chains outside the travel business would not be tempted into it. The market was too sluggish to be appealing, was already over-supplied with outlets, offers little in the way of bulk-buying opportunities and requires too much specialist knowledge. But there were other threats.

In a totally free market it was possible that a change could take place in the retail market as a result of economic circumstances. An increasing number of small outlets would be tempted into having travel as part of a mixed operation, or perhaps travel agencies would be lured into offering a much wider range of goods. This is not as odd as it sounds, since a number of travel agents to-day in fact had their roots in the good old days when the local confectioner also sold coach tickets.

Discussion

Travel agencies themselves would move into three broad areas, including that of mixed trade. The other two would consist of off-High Street locations on the North American pattern, and the on-High Street prestige operation.

All this may sound very well in theory but in practice it could mean a considerable upset for many agents who may have to adapt quickly to changed marketing positions. It is hardly surprising therefore that many a travel agent's mind will cloud over when the conversation turns to new electronic sales techniques, including direct access computer terminals, and talk of industry-wide co-operative marketing campaigns in order to maintain interest in travel in the first place.

The next 18 months are not going to be easy ones for the travel industry. For retail travel agents they might be worse than that.

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Businessmen adopt a new approach

A REMARKABLE change has come over the business travel market during the past four to five years. There was a time not long ago when the prime consideration of any business customer as far as his travel agent was concerned was service. The client company wanted, and still wants, an agent who can provide the right bookings at the right time, whether that time is 2 a.m. on a Sunday morning or not. But a new element has crept into the game. With corporate financial controllers paying much more attention to costs these days the business traveller has started taking an interest in his transportation. He is now aware that there are cheaper ways of doing things than just popping into the airline office and taking the first ticket offered. The result has been that business travel houses operate not only on the basis of the service they can offer, but increasingly on the amount of money that can be saved. Business package tourism to conferences, exhibitions and the like have now become an established part of travel life and the growth in this type of activity is likely to continue.

The business community has now realised that although it has a need to travel in a world which is increasingly orientated towards international trade, it does not have the need to pay the full scheduled airline rates, or the full published hotel tariffs.

The position has become somewhat Alice in Wonderland, with the airlines and rail operators—in some countries at least—trying to keep their business travellers captive, and the business travellers eagerly taking advantage where they can of fares which are primarily designed for tourists. A couple of weeks ago, for example, Lunn Poly offered a package to the Technical Fair of Stockholm, which included two nights' stay at a top-grade local hotel, as well as the air transportation, for £110—but the offer went on sale the scheduled air fare was £221. The rules of the game are not simple. Every country seems to have a different regulation and every airline a different set of ideas. Wakefield Fortune has set it all out on a wall chart from which you find that if you can send a young executive on some routes (Baghdad for example) you will save 70 per cent. on the fare compared with someone aged over 26. If you can travel mid-week and stay for a week in Nice the saving is 34 per cent.

Facilities

Business travel specialists Hogg Robinson have put it all in a paperback booklet, although for its own internal use it has recently finished the compilation of a virtual encyclopedia of business travel facilities. Apart from the general booklet there is a more specific one on Middle

East and North African travel which points out, for example, that although the normal rate for flight and six nights in a hotel in Kuwait would be £680, a six-night business package tour brings it down to £478.

Most of the specialist travel houses can offer deals of this type. Some of the companies, such as Barry Martin Travel, are scarcely known by the general consumer but have a considerable reputation in their own fields. Others, such as Thomas Cook and Rankin Kuhn, have major consumer operations but have found it worthwhile to move sizeable resources into business travel. Once a reputation has been achieved the loyalty of customers is considerable, and a few long-haul ticket purchases can produce commission which makes it all worth the effort.

The whole business of business travel has grown so important and sophisticated that it has now got its own trade magazine, the Business Traveller. This magazine is a mine of information for those who want to discover a few more wrinkles to the trade. It performs a very useful service in the current issue by listing the refund systems of the British banks that issue travel cheques—and pointing out that the German banks offer higher on the spot refunds for lost cheques than the U.K. operations—as well as explaining the way you can reduce

your hotel bill with a little hard bargaining.

The growth of business travel is tied to two particular factors, these being the strength of international trade and the prosperity of industry. As far as the first is concerned there would seem little reason to doubt that the growth will continue. It might almost be said that as things get more difficult in the U.K., so the need for a British to sell abroad becomes greater, and therefore the market for the business travel industry should increase substantially. However, there is the basic problem of actually paying for that travel. At the moment British companies are under considerable stress, and therefore the second part of the formula works against growth.

Reliability

Nonetheless, between them they produce a market which is considerably more reliable than that of general tourism. The trouble is, of course, that business travel requires much more expertise on the part of the travel agent than does the selling of package tours. That explains the development of the specialist houses and suggests that whatever changes may come about in the retail end of travel, the business houses are likely to remain relatively unscathed. On the question of carriers it will be interesting to see how

British Rail plays the travel game in future. In the past it has tended, like the airlines, to treat the businessman as a captive market, in marked contrast to the attitude of some European and American operators. The result was a downturn in traffic, in spite of constantly improved stock and times. British Rail is in the traditional quandary of knowing that the market is there, but not knowing how to fund the provision of the right services.

At the moment it is putting its bets on speed and this shows signs of being part of the answer at least. If the introduction of special low fares on the high speed service to Bristol is an indication of what we may expect in the future then it is a hopeful sign.

There is reason to think that the business travel market is over-sensitive to price at the moment, and that a return to normality would allow a considerable premium to be charged for a faster service—a sort of Concorde of the tracks. For the moment that is not necessarily the case. British Rail has therefore to work out if and when the public will be prepared to pay more for their rail travel, for the sheer comfort, convenience and speed of the thing. Otherwise customer may continue to drift away from the roads and even the airlines. It is not an easy problem.

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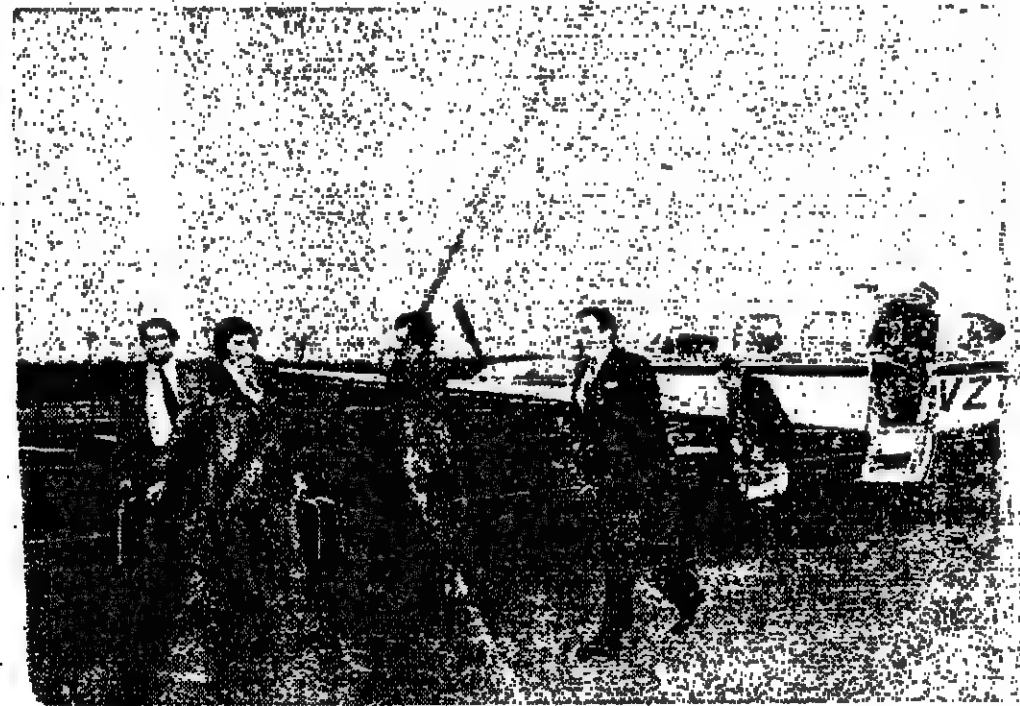
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TIME WAS when the British holidaymaker would go to his local bank, collect his sterling travel cheques and perhaps a day or two's supply of foreign currency and go off on his holidays without a care in the world. Those were the days. Over the past four years travellers have grown much more sophisticated in dealing with their travel cash problems, and probably much more resigned to the complications of fluctuating currency. To find a hotel that refuses to accept sterling in payment of the bill may still be irritating, but it is no longer surprising.

Four operators have attempted to overcome the alarm that is obvious among many clients by placing a variety of guarantees around their product. However, one of the major deterrents to the customer is not necessarily the cost of the holiday itself, but the fear of what drinks, ice creams and meals will cost when they actually arrive at the destination. A number of travellers have discovered over the past year that it is not only the British who suffer from inflation.

Probably the biggest areas of growth in recent years as far as the taking of money abroad is concerned, have been the foreign currency (notably the dollar) travel cheque, and credit cards. The first can be directly attributed to the weakness of sterling, and the second to the use of credit cards on the domestic market.

The basic difference between a tourist and a business traveller is that the tourist is above all looking for peace of mind as far as his money is concerned, while a company might be forgiven for looking for a little profit. The objective of a tourist is simply to get a good exchange rate and avoid running out of funds.

It is partly for that reason that shopping around for exchange rates is usually a pointless exercise. For most of the more popular currencies, but necessarily those of a more exotic nature, the banks and travel agencies quote rates that are within a point or two of each other. Any gain by "shopping around" is likely to be soaked up in shoe leather. It may be as well to take as much foreign currency in notes as you feel you can carry safely. Some countries, however, Italy, Russia and Greece, for example, have rules about how much currency you can take in.

Half-way between cheques and cash is the Eurocheque. Your ordinary bank cheque guaranteed card will normally allow you up to £30 in cash from a bank showing the EC symbol.

Credit cards

Credit cards are very useful abroad, particularly if you want to delay payment for a while. However, the rate of exchange is not the one that applied at the time of the transaction, it is the one which was effective on the day the credit card company completed its accounting period in the country concerned. If the pound is falling rapidly this is bad news, if it is rising, of course, it can be good.

Choosing the currency is a different matter. The pound has been so erratic in recent months that it is probably best not to take sterling cheques at all. If you can only take £25 of that anyway! However, try to avoid double exchange costs. For example, if you buy dollar cheques and then go to Germany, you will incur exchange and "markup" commission costs in the various transactions. If

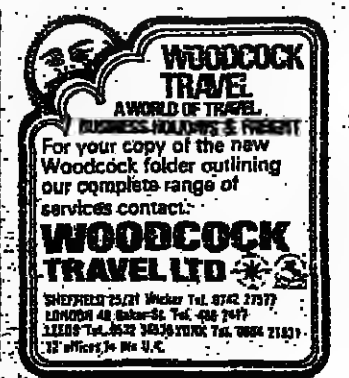
there is a local currency travel cheque these are a good bet, but look hard at the small print before buying other than from the British banks, Thomas Cook or American Express. Sometimes foreign banks have rather odd rules about recovering cash lost when travel cheques go missing.

At the same time Cooks and Amex usually stay open, even during financial crises, to honour their own cheques if not other peoples.

Try to avoid changing money anywhere else but at a bank. Roadside exchange offices may seem to be offering attractive rates, but they often have surprisingly high "commission" rates. Hotels are not in the banking business, so do not expect a good rate from them. Try to avoid taking too much foreign currency, or cheques, with you.

Additional cash can usually be raised in an emergency by using a cheque guarantee card, or a credit card.

The basic danger is one of over-buying. In times of stress the banks look first of all to their profits. Therefore the margin between the selling price of a foreign currency, and the price paid when you are buying back, is considerable. If the traveller over-buys he simply gives the banks money.



Hotels make more elbow room

WE PREDICT that 1977 will be the Year of Controlling Costs, and that the changes in the pattern of traffic have produced a very uneven position, with some hotels being highly profitable and others still having a very difficult time.

The British hotel business is by no means the glittering tower block industry that it at first appears from a stroll down Park Lane. There are probably around 1m rentable beds in Britain in a little over 30,000 hotels up and down the country. The net number of properties has been falling in recent years as older operations are withdrawn from the market, a trend which has been accelerated recently with the introduction of the Fire Precautions Act (1971). This act, combined with the rapid increase in local authority rates, forced many small hoteliers to look again at the investment required.

Nonetheless it is thought that nearly three-quarters of the hotels in Britain were built before 1920, and that less than a tenth of the properties in the country have been built since 1960.

The fact is, of course, that the bulk of the business is still reliant on domestic traffic, and it is over this domestic tourism that the biggest question marks hover. Of the 173m nights spent in British hotels in 1973 according to a Little Neddy survey, 52 per cent were by domestic holidaymakers, 17 per cent by British business customers, 27 per cent by foreign holidaymakers and only 4 per cent by overseas commercial customers.

Since then the patterns have changed a little, but the emphasis remains very similar. The result is that for the bulk of the market depending as it does on domestic demand, the battle is beginning to boom anyway, and for the moment is to keep tariffs down to a level that the customer can afford to pay.

Neddy suggests that total demand for all forms of accommodation is likely to grow to 900m over the next decade, although we have seen in recent months it is unlikely to be a smooth progress to that level. It is suggested that the bulk of the tourist demand will be far beds at the bottom end of the market—25 a night or less at 1974 prices. At the same time there may be a considerable upsurge (by two thirds) in the demand for accommodation from foreign tourists, and a doubling in the requirements of conference and exhibition customers.

It may seem odd to a hotel business which is still coping with a measure of over supply, but there is a suggestion that Britain is going to need even more hotels in the fairly near future. "By the end of the decade 14,100 additional bedrooms are likely to be required to meet the expected growth," says the NEDC and by 1985 this figure could rise again by an additional 47,900 bedrooms. Although almost 25 per cent of this new investment is likely to be required in the more traditional holiday areas, most of the new capacity will be needed in London (29,400 bedrooms) and other urban areas (15,300).

Predicting all this demand is nice enough, but encouraging the finance to ensure that it is built is quite another thing.

Several things have helped the hotel industry, and one or two hindered it. The help has come from the fall in the value of the sterling, which has brought American traffic back again in force, but still not quite 1970-73 levels, and produced a considerable surge in traffic from Europe. At the same time the closure of Beirut as the shopping centre for the Arab world has given an enormous boost to the top end of the market since most of Arab tourism (as opposed to business) custom has now shifted to either Athens or London, with London being the favourite.

The hindrances have come in the fact that budgeting

Hotel investment is not the most fashionable of occupations these days, and with interest rates at their present levels the returns offered by new hotel buildings are not exactly exciting. Much of the new development that is done, therefore, is likely to come in the form of extensions to existing properties, which past experience has already shown is considerably more profitable than building new properties from scratch. Extensions can make use of present central facilities and thus produce more revenue without a disproportionate impact on overheads.

If new property is to be developed, particularly for the home market, it may have to be in a somewhat different style from that which we have grown accustomed. Basic seaside cabins and wooden forest huts may prove the most popular facilities of the future, but this will need sympathetic attention from local authorities.

At least the British presence in Athens this week may help the Greeks a little.

Says Neddy: "Whilst it seems



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THE TRAVEL INDUSTRY VI

Car hire battle flares



Car hire facilities are now available at almost all major airports.

THE NEXT year or so should be a fascinating one for European car rental. Avis has tended to have things very much its own way over the past three or four years, but a revitalised Hertz is fighting back with force. A major reorganisation of the Hertz operations on this side of the Atlantic may change a scene in which, in Britain for example, Avis and Godfrey Davis have been the two which have done most of the fighting.

Throughout the 1960s Avis car rental snapped at the heels of Hertz under the slogan, "We're No. 2. We try harder." More recently however, the first half of that promotional line has been dropped. Avis has now overtaken Hertz in many markets and claims to be the world's biggest car rental company in terms of maximum fleet size—a claim disputed by Hertz. Avis promotes figures which suggest that it has a world-wide total of 95,500 vehicles, and is ahead of Hertz by more than 10,000. The figures are open to dispute. Avis saying it offers more cars under its banner (including franchises and licenses) while Hertz points out that it is much the bigger company using all the usual corporate yardsticks.

For years Hertz was at pains to point out that rival Avis was not the little company trying to grow big that the red-jacketed No. 3 was always painting itself. Avis was in fact a subsidiary of one of the world's largest conglomerates, ITT, and therefore hardly short of cash when finance was needed to fund new operations.

In 1971, however, ITT ran into trouble with American anti-

trust laws and was ordered by the Courts to divest itself of Avis and some other operations. This has not proved as easy in practice as in theory. Stock was sold off, but too slowly for the Courts which eventually stepped in again to appoint an independent trustee to hold the shares while they were being sold. This left ITT with the profits from Avis, but no control. Now the trustee has successfully sold more than half the stock and Avis is an independent public company in its own right.

Campaigns

This very move towards independence seems to have given Avis additional bite in its marketing campaigns. It took an extremely tough stance in Britain, France and Germany in the early 1970s, opening dozens of new rental outlets, promoting its credit card system heavily, and knocking at the doors of industry in order to win what was largely Hertz business. The man who did much of the ground work in Britain, Mr. Colin Marshall, proved so successful at this game that a year ago Marshall was moved from London to New York to become president of the company.

While Avis was making a success of its expansion, Hertz's ambitions appeared greater than its ability to generate business. Too many outlets were opened, too many cars added to the fleet. Hertz backed the tourist market, and found it suffered badly from the oil crisis and international recession. It is now playing a completely different

and more profitable game. Marshall's immediate problem is that while Avis is now bigger than Hertz in terms of number of vehicles world-wide, Hertz is per cent of their cars on the road at any one time. If the figure gets much higher than that, too many customers are being turned away and there is insufficient time for proper servicing.

Not having cars for people who have reserved them, or for in rental outlets. There is the staff of large companies obviously blanket the market with shop fronts in the hope of attracting the most serious managerial customer. It is thought that Hertz has reduced its own directly owned (as against franchised) outlets in Europe by 150, to around 600 and has now bounced back into profit.

considerable and companies must have the right number of cars at the right moment. Most of them aim to have around 80 per cent of their cars on the road at any one time. If the figure gets much higher than that, too many customers are being turned away and there is insufficient time for proper servicing.

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Mistakes

But the biggest mistakes occur in rental outlets. There is a temptation to blanket the market with shop fronts in the hope of attracting the most serious managerial customer. It is thought that Hertz has reduced its own directly owned (as against franchised) outlets in Europe by 150, to around 600 and has now bounced back into profit.

The most popular, and most contentious, of rental outlet sites are at airports. In the U.S. the Federal Trade Commission has now turned its attention to allegations that Avis, Hertz and National Car Rental System get second hand car trade as in car

together to keep rivals out of airport locations, so important are these sites to them. Even if the way into air is eased for smaller companies it still demands a great deal of courage to take the plunge, port site rentals are dauntingly expensive and require considerable traffic to justify them. For the big groups this is a of a bother because of the they have on the long-distance business traveller. Smaller passies, relying on tourist passing trade, never know busy they are going to be one day to the next.

Nonetheless the two American giants face strong opposition all their local markets. Go Davis runs neck and neck with Avis in Britain, Europe rapidly gaining ground where in Europe. But nationally these two don't the industry. Which will first to own 100,000 vehicles make reasonable profits mainly to be seen.

B.CAL Non-Stop to Caracas Tuesdays and Thursdays

From October 26th British Caledonian take over the London-Caracas service from British Airways. And improve it.

There will now be a non-stop flight to Caracas every Tuesday and every Thursday. Non-stop flights by British Caledonian, whose renowned in-flight service is the envy of other airlines.

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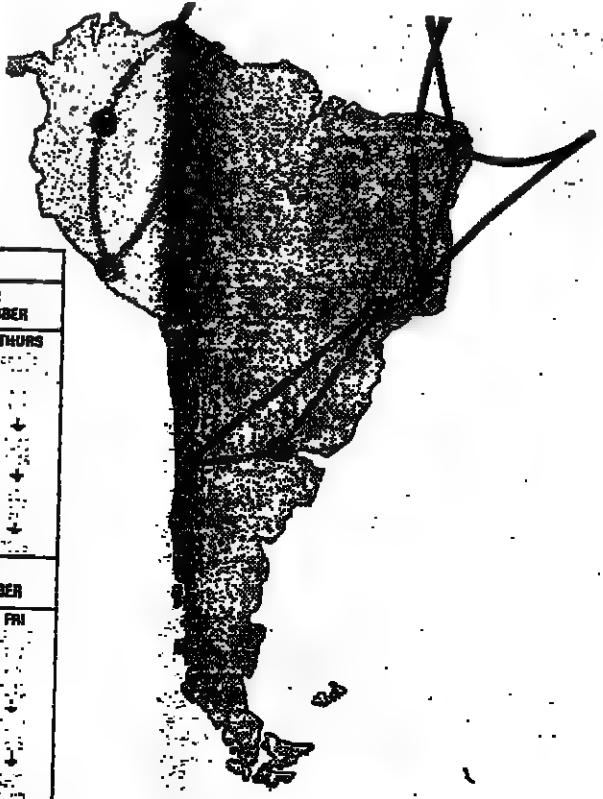
The new British Caledonian services benefit travellers to Colombia and Peru as well. Our Thursday service proceeds to both Bogotá and Lima, while the Tuesday flight provides a non-stop onward link to Lima from Caracas.

These improvements are just part of the service from British Caledonian—now Britain's airline covering South America.

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BOGOTA	LIMA	BOGOTA	LIMA
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WEDS	THURS	WEDS	THURS
LONDON	CARACAS	LONDON	CARACAS
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Cruising for the deep purse

IT IS NOT easy these days to average some 40 per cent. This year it has done a little better than 1973. For this with Epirotiki Lines and season for less than £40 a day, appear to have risen by around 10 per cent. That may explain why the 12 per cent, which is hardly a cruise market from Britain is startling. Thomson fares, not what it was. The withdrawal and Thomson is now a major in of some tonnage, notably the the cruise business, have risen Shaw Savill ships, helped to produce a market which fell by the tour operator, interestingly around 24 per cent. In 1976 compared with the previous year, the market.

As far as fly-cruising is concerned the market remained steady, as it has done for some time, at around 50,000 passengers. The major growth area, the one which attracts most of the marketing attention, is mini-cruises, either on the short, but you can only do so much runs to the Canaries or on the short-sea ferries which are no longer simple car-transporters, but large and sophisticated one-operators in the British market.

P & O is still the biggest but large and sophisticated one-operators in the British market. P & O is still the biggest but large and sophisticated one-operators in the British market. P & O is still the biggest but large and sophisticated one-operators in the British market.

It would be wrong to deduce from all this that the cruise operators have had a miserable year. In fact the reduction of capacity appears to have come at the right moment. The big operator, P & O has been talking of modest profits, and everyone has stories to tell of a late booking pattern that turned what had at first proved to be a year of disaster into something not really bad at all.

P & O has introduced two schemes to help its customers combat trying economic times this year. First of all it has guaranteed prices for all those who are prepared to pay in advance and in full, and then it has introduced one-week cruises for those who feel they can no longer run to a full two-week trip. The one-week cruises involve a flight to the Mediterranean (or a flight back if you choose to sail out) in order to join the Canbetta or Oriana in the Mediterranean.

There is little doubt that when the price of fuel oil soared and the value of sterling started to go down in earnest, there were many ship operators who did not like it one bit. Between 1973 and 1976 operating costs rose by 60 per cent, with the fuel costs going up by 77 per cent. Somehow the shipping companies managed to absorb much of this and fares in the season just past were on

Peak

The peak "basic" is for a trip which includes to and from Caracas to the QE2 arrival departure from La Guaira. Those worried about the QE2 life-style, has negotiated a special (88 lbs) baggage allowance both British Airways and British Caledonian who doing the flying.

The remarkable thing about cruising is the way in the market has held up wide in spite of the price. At the last count there were more than 70 cruise operating in various parts of the world offering a lot of cabins—and this not include Eastern bloc or the mini-cruise ferry vessels. In Britain the demand remains although there some changes in the way the market operates. P & O is not the only company to notice a late booking pattern. Cruising by tradition may "plan ahead" holiday, in fact an increasing number people seem eager to day-and-depart in a 6 of days' time.

Another, perhaps fascinating aspect of the business, is an increasing proportion of customers prefer to pay in cash rather than by cheque. This may say much of this and fares in the season just past were on

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